DOCUMENT RESUME

ED 335 137 PS 019 731

AUTHOR Ward, Pat
TITLE Employers and Family Day Care.
INSTITUTION National Council of Jewish Women, New York, N.Y.
SPONS AGENCY AT&T Communications, Inc., New York, NY.; Save the Children, Atlanta, GA. Southern States Office.
PUB DATE 91
NOTE 57p.; Funding also received from Steelcase, Inc., and U.S. West.
AVAILABLE FROM National Council of Jewish Women, Inc., 53 West 23rd Street, New York, NY 10010 ($10.00; $5.00 for NCJW members).
PUB TYPE Reports - Evaluative/Feasibility (142)

EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS Accountability; Annotated Bibliographies; Background; *Delivery Systems; Early Childhood Education; *Employer Supported Day Care; *Family Day Care; Guidelines; Legal Responsibility; *Networks; *Private Financial Support; Profiles; Program Development
IDENTIFIERS *Business Role

ABSTRACT

This paper provides employers with critical information about family day care, the most widely used type of out-of-home care for infants and toddlers in the United States. Employers who are concerned about honoring parents' choice of child care, committed to high quality child care, and dedicated to using resources efficiently, will be pleasantly surprised by what family day care has to offer. This paper describes ways in which employers provide direct services, such as child care resource and referral contracts and family day care networks, and make community investments, such as philanthropic and organizational fund initiatives. Liability and accountability issues, and advantages and barriers to increased employer involvement, are considered. Discussion concludes with suggestions for employer involvement. An annotated bibliography cites 21 references. Appendix I summarizes employers' options. Appendix II is a directory providing 32 profiles of family day care initiatives. Appendix III lists organizational resources. (RH)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Employers and Family Day Care

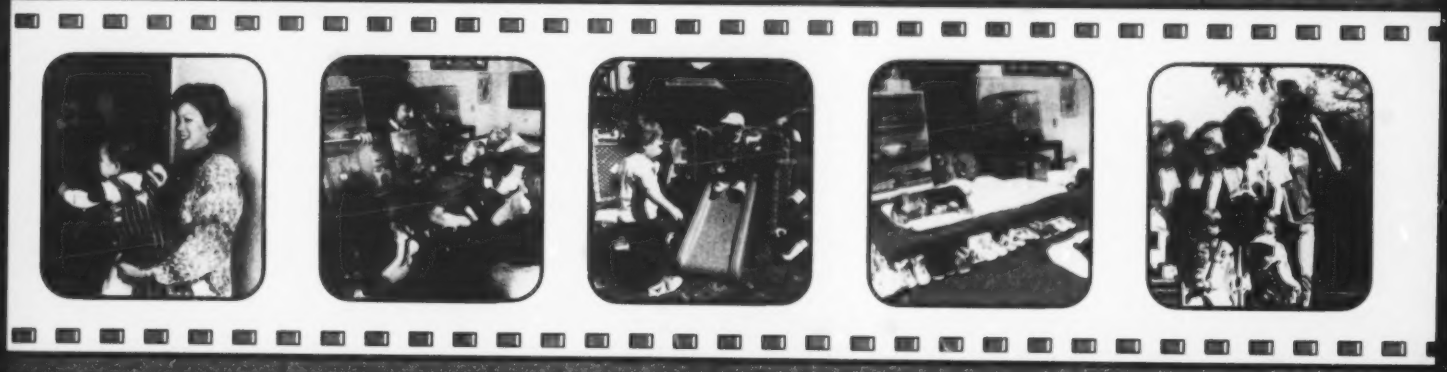
Pat Ward

PS 019731

"PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY

Chaya S. Piotrkowski

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."



BEST COPY AVAILABLE

Employers and Family Day Care

This publication was made possible by generous contributions from AT&T Foundation, New York, New York; US WEST, Englewood, Colorado; Steelcase Inc., Grand Rapids, Michigan; and Save the Children/Child Care Support Center, Atlanta, Georgia.

Special thanks to the Zoological Society of San Diego and the providers in their family day care network. I would also like to thank Barbara Chernofsky, Coordinator of the Zoo's family day care network and Ron Garrison, Photo Services Supervisor for their coordination and effort in making the photographs available for this publication.

I would particularly like to thank Lynn Lyss, the Chairwoman of the National Family Day Care Project, for her support and vision. I would also like to thank my colleagues at NCJW whose editing and effort were invaluable: Naomi Fatt, Director, Program Services; Chaya Piotrkowski, Director, Center for the Child; Galen Joseph, Project Associate; Alys Cohen, Project Associate; Sarah Brian, Project Assistant; Sandy Falk, Secretary; Florence Zaragoza, Secretary.

Many colleagues have provided insightful comments and suggestions throughout the writing process. They include: Diane Adams, Director, 4C, Madison Wisconsin; Nancy Cohen, Project Co-Director, Families and Work Institute; Dana Friedman, Co-President, Families and Work Institute; Jane Grady, Director, Laurence Armour Day School, Rush Presbyterian/St. Luke's Medical Center; Nancy Kolben, President, National Association for Child Care Resource and Referral Agencies; Merle Lawrence, Project Director, California Child Care Resource and Referral Network; Bonnie Negen, Early Childhood Specialist; Joe Perrault, Assistant Director, Save The Children/Child Care Support Center; Sue Schmidt, President, MONDAY MORNING, Inc.; Barbara Taylor, President, National Association for Family Day Care.

In addition, I would like to acknowledge the consultants and employers, who took the time to share information with me. Many other people generously offered helpful criticism through telephone interviews and participation in the issues paper discussion session at the 1990 Save The Children Family Day Care Technical Assistance Conference.

Pat Ward
Director
National Family Day Care Project
National Council of Jewish Women

Photographs provided by the Zoological Society of San Diego.

Graphic design & typography provided by TeleSet, Inc., Somerville, New Jersey • (908) 359-1514

For copies of this publication, please send $10.00 to the National Council of Jewish Women, Inc., or Save the Children/Child Care Support Center at the addresses below.

© Copyright 1991. All rights reserved.

National Council of Jewish Women, Inc. • 53 West 23rd Street, New York, NY 10010 • (212) 645-4048; *and*
Save the Children/Child Care Support Center • 1340 Spring Street, Suite 200, Atlanta, Georgia 30309 • (404) 885-1578

TABLE OF CONTENTS

PREFACE iv
INTRODUCTION vi
BACKGROUND 1
Employer Decision-Making 1
Family Day Care and Employers 1
WHAT ARE EMPLOYERS DOING? 3
Direct Services 3
Child Care Resource and Referral Contracts 3
Family Day Care Networks 4
Liability and Accountability Issues 8
Community Investments 9
Philanthropic Initiatives 10
Organizational Fund Initiatives 11
RECOMMENDATIONS 12
BIBLIOGRAPHY 14
APPENDIX I:
Employers' Program and Policy Options 16
APPENDIX II:
Directory of Profiles 17
Profiles of Family Day Care Initiatives 18
APPENDIX III:
Organizational Resources 50

PREFACE

THE NATIONAL COUNCIL OF JEWISH WOMEN'S NATIONAL FAMILY DAY CARE PROJECT

The National Family Day Care Project (NFDCP), a four-year initiative of the National Council of Jewish Women (NCJW), is pioneering effective roles for volunteers in improving the quality and expanding the supply of regulated family day care. Over the past two years, NCJW volunteers in 30 communities nationwide have conducted local needs assessments and developed resources to support family day care. Currently, the NFDCP is disseminating its publications and providing technical assistance to NCJW volunteers and other volunteer and community-based organizations on how to develop family day care projects.

Dissemination and technical assistance is based upon the NFDCP's project models, which focus on supporting providers, educating consumers, recruitment, retention, and training. Each of the local NFDCP projects has been implemented by a NCJW Section in partnership with key public and private sector leaders. By bringing together traditional and untraditional partners, the NFDCP seeks to foster community development through the cooperation of a broad base of organizations and agencies. In 1990, NCJW received a citation from President Bush for its mobilization of volunteers through the NFDCP.

NFDCP partners on the local level have included: family day care provider associations, child care resource and referral agencies, local employers, government licensing agencies, mayors' offices, statewide Associations for the Education of Young Children, newspapers and radio and television stations, and local affiliates of Alpha Kappa Alpha Sororities, the Association of Junior Leagues, Kiwanis International, the League of Women Voters, and the National Black Child Development Institute.

As part of its national mission to expand the visibility of family day care and develop resources in the field, the NFDCP collaborates with community-based and volunteer organizations, child care groups, universities and colleges, and other agencies supportive of family day care. NCJW is delighted to be working with the Save The Children Child Care Support Center as a partner in bringing information on family day care to the early childhood community and employers.

The National Council of Jewish Women, a membership organization of 100,000 volunteers nationwide, has a century-long history of community service and advocacy to improve the well-being of children and families of all ethnic, economic and religious backgrounds. NCJW volunteers traditionally have been strong and effective supporters of children and families at the local, state, and national levels.

SAVE THE CHILDREN/ CHILD CARE SUPPORT CENTER

Save the Children (STC), founded in 1932, is an international voluntary organization dedicated to improving the economic and social well being of poor children. In all its activities, STC teaches self-help skills to the communities with which it works.

The STC office in Atlanta is called the Child Care Support Center (STC/CCSC), and has a special mission to improve the availability, quality, and affordability of child care services in Atlanta, Georgia, and in other areas of the country. The organization operates several child care support programs in its direct service area, including child care resources and referral, programs to help low-

income parents pay for child care, and programs to start or improve family day care homes or child care centers.

The Save The Children/Child Care Support Center encourages other communities to replicate its activities and is especially interested in helping low-income groups in rural and inner city areas. The organization shares information through individual consultations, publications, conferences, and workshops.

The Family Day Care Technical Assistance Conference

Since 1978, STC/CCSC has sponsored the Family Day Care Technical Assistance Conference. The conference is a national exchange of information about family day care and is useful to family day care providers and people who work in support of family day care. The purpose of the conference is:

- To make family day care a personally satisfying and financially rewarding career.
- To encourage the provision of support services to family day care providers in all communities throughout the country.
- To foster appreciation and understanding of family day care among parents, the media, child care professionals, elected officials, regulatory agencies and funding organizations.
- To recognize family day care as an appropriate form of child care for families and children under many different circumstances.
- To recognize unique characteristics of family day care and encourage appropriate public policy to preserve these characteristics.
- To ensure that family day care providers and support personnel respect each other and work cooperatively.

Photo: Ron Garrison © Zoological Society of San Diego, 1991

THE PURPOSE OF AN ISSUES PAPER

Beginning in 1989, the Save The Children/Child Care Support Center included a new event at the conference by commissioning an issues paper.

The purpose of an issues paper is to gather information from around the country on a topic of common interest and/or develop a consensus about important issues facing family day care advocates.

A guest author is selected and invited to research and present the paper. The paper reflects the ideas and opinions of the author, but the author is encouraged to seek out diverse points of view and incorporate this information in the paper. Pat Ward was invited to write this year's paper because of her pioneering and continuing efforts in the field. She helped develop the family day care program at Steelcase Inc., in Grand Rapids, Michigan 12 years ago, and has helped a number of other employers explore the family day care option since that time. Her work at the National Council of Jewish Women on the National Family Day Care Project and the Work/Family Project demonstrate her continued committment to family day care and employer involvement with family day care. ■

Employers and Family Day Care

INTRODUCTION

This paper was written to share critical information with employers about family day care, a form of child care which educates and nurtures millions of our nation's young children. Family day care providers care for a small group of children in their own private homes, rather than in a child care center or in the child's own home. It is the most widely used type of out-of- home care for infants and toddlers in the United States.[1]

Family day care has unique qualities that make it the preferred arrangement of many parents. Quality family day care offers children and their parents individualized care and learning in a comfortable, dependable, and flexible home environment. A quality family day care home can provide a warm and inviting setting as well as educational experiences for children. It is a place where an older child can help a younger one tie a shoe or button a coat. It is also a place where children are part of real life activities, such as baking bread or talking to the mail carrier.[2] Because of family day care's small scale, providers and parents are also able to form close relationships that can endure past the time that the children are in care.

Employers who are concerned about honoring parents' choice of child care, committed to high-quality child care and dedicated to using resources efficiently will be pleasantly surprised by what family day care has to offer. One of the most common myths about employer involvement in family day care is that there are few examples. In fact, there is a wealth of models across the country. Thirty-two profiles of employer models are included as an appendix to this publication.

It is not surprising, however, that family day care does not come to mind when employers consider their options for providing child care services. Although family day care is where millions of the children spend their time, it is not where consultants, the media, researchers, or employers have traditionally focused their attention. Even early childhood researchers have not, until recently, paid much attention to family day care.

This paper highlights the important role family day care has and can play in employers' development of successful child care services. It also explores some of the advantages and barriers to increased employer involvement. ■

[1] Unpublished data, The Children's Foundation, 1991.

[2] *The National Family Day Care Project Brochure*. National Council of Jewish Women, 1990.

BACKGROUND INFORMATION ON EMPLOYER SUPPORT FOR CHILD CARE

The way families care for their children has dramatically changed in the last 25 years. The increase in employed mothers, dual-income families, and single parents has created the need for more high-quality, affordable, and accessible child care. Most families today do not rear, care, and educate their children exclusively within the nuclear family, or even the extended family. Families today need to be part of what Thelma Harms calls the *"Nurturing Community."*[3] This "nurturing community" includes individuals — parents, other relatives, neighbors, child care providers, and public policy makers; organizations — volunteer groups, YWCAs and YMCAs, Boys and Girls Clubs, Child Care Resource and Referral agencies; and institutions — places of worship, schools, libraries, employers and government. The members of our communities which play important roles in the quality of life for many families.

The increasing number of employers who have come to depend upon the labor of parents with young children are simultaneously becoming more aware of dependent care issues, such as child care, because these issues affect the recruitment, productivity, and retention of their employees. Both the popular press and work/family researchers have made it clear that finding, paying for, and keeping high-quality child care has become a major source of stress and of impaired productivity on the job for employed parents in this country. (See Appendix I for a brief description of employer program and policy options.)

Employer Decision-Making

As part of the decision-making process, employers often gather demographic information on their employees and the child care resources available in the community, consider management objectives, assess the level of commitment from upper management and assess the amount of financial resources available. The decision to respond to employees' child care needs will be based largely on business objectives: a track record for progressive human resource programs and policies, keeping up with their competitors, reducing absenteeism, negotiations with union representatives, or improving productivity. The decision to act can be influenced by an upper management directive, an employee/management work and family task force, an enlightened individual, a highly valued pregnant employee, discussions with representatives of the local child care community and other consultants.

"The availability of affordable, quality day care has had a major impact among the corporate work force. Our success benefits both the employee and the company. However, the undisputed beneficiaries are, of course, the children."

Michael J. Conway
President and Chief Operating Officer, America West Airlines

Sometimes it takes years for a company to make a decision to implement a child care initiative; in other cases it takes only several months. Once involved, many employers expand their support. Employer's level of commitment continues to be influenced by the economy, union contracts, the availability of labor, their willingness to respond to their employees' family responsibilities, their comfort level in interacting with the child care community, and the recognition they receive for being a community leader.

Employer involvement in child care is often characterized as enlightened self-interest. Meeting the child care needs of employees and/or improving the child care resources in the community helps employees and other parents, but also affects the bottom line. Being seen as a progressive employer by employees and customers can give an employer a public relations edge. Recruiting and keeping employees, maintaining the quality of life in the communities in which personnel, plants, stores, offices, and facilities are located, and attracting customers in a competitive consumer environment motivate employers to address employees' child care needs.

Employers' values and self image also motivate involvement. Presidents, Executive Directors, and Chief Executive Officers who see themselves as pragmatic, responsive employers, and good community citizens perceive their child care involvement as "doing the right thing" and making good business sense.

[3] *Raising America's Children*, video tape series, Thelma Harms and Debbie Cryer, Frank Porter Graham Child Development Center and North Carolina Center for Public Television, 1990.

Family Day Care and Employers

In the movie *Look Who's Talking*, the little boy Mikey tells a joke in the sandbox to his friends, asking "How many babies does it take to screw in a light bulb?" The punch line is, "What's a light bulb?"

Along the same lines, we might ask, "How many employer supported programs will it take before family day care is seen as a viable option?" The punch line is, "What's family day care?" One of the main barriers to employer involvement in family day care is a lack of familiarity and knowledge about this form of child care. When someone unfamiliar with family day care is asked to describe what they think it is, common responses include: no image at all (invisibility); visions of a babysitter with children circling a T.V.; or scenes from the nursery rhyme about an old woman living in a shoe who has too many children and does not know what to do.

Quality family day care is none of the above. Quality family day care is a place for:

- learning experiences that are appropriate for different ages,
- close parent/provider relationships,
- warm home environments where children's needs are met,
- dependable child care arrangements which are flexible to parents' work schedules.

A quality family day care program might offer children the following daily activities:

***MORNING** — breakfast and teeth brushing — activity choices: music, cooking, painting, playdough, paper, glue*

***snack** — outside time for vigorous play: running, kicking balls, swinging, sandbox, field trips*

***LUNCH TIME** — children help set table and prepare lunch — lunch followed by healthy personal habits: cleaning-up after themselves and handwashing — naptime/quiet time*

***AFTERNOON** — blocks, floor toys, dress-up clothes*

***snack** — outside time — books, puzzles, table toys — clean-up time*

***LATE AFTERNOON** — talking about the day — preparation for going home — records, books, videotapes*

Children are always learning. The home environment offers many opportunities for good early childhood education. Daily activities can be offered which develop the children's minds, bodies, and social skills in positive ways. A quality family day care program encourages the children to get the most out of daily activities and helps them to make thoughtful choices about how they spend their time.

The characteristics that make family day care attractive to parents include:

- A familiar, home environment;
- A relatively small number of children in care compared to a child care center;
- Flexible hours;
- Close proximity to home, school, or place of work;
- The consistency of a single caregiver;
- The opportunity for the child and parents to form a close relationship with the caregiver;
- It is more likely to offer care for infants, toddlers, and school-age children simultaneously, enabling siblings to be cared for together;
- Likelihood of accepting mildly ill children and;
- Likelihood of accepting children with special needs.

As previously mentioned, family day care providers care for small groups of children in their own homes. Family day care is often preferred by parents for the care of young children. Family day care is also the form of care most likely to respond to the emerging needs of school-age children, second and third shift workers, and emergency child care needs. Family day care fees are usually no more expensive than center fees and are usually much lower than care in the child's own home.

Family day care is rarely the first child care option companies consider. Consultants consistently report that employers are initially interested in building an on-site or near-site child care center or contracting for resource and referral services. Both of these direct services have received high visibility in the media, at conferences, and in the literature. They are the services consultants are most familiar with, know how to sell, and know how to implement.

Employers' understanding of family day care often depends on the sophistication of companies' human resource and community relations staff or the consultants they hire. Employers who have a full understanding of community child care resources and their employee needs, and place a high value on parental choice, are the ones most likely to consider family day care.

Photo: Ron Garrison © Zoological Society of San Diego, 1991

Some employers, such as Steelcase Inc., Grand Rapids, Michigan have had a successful family day care network and in-house child care resource and referral service for 12 years. Their family day care network is not a corporate liability but a corporate asset documented by employee satisfaction, management recognition (100 Best Companies to Work For Rosters) and community citizenship (grants and contracts with community child care resource and referral agency) to improve child care for the whole community.

There are many reasons why employers find family day care an attractive option:

- It is often located in communities where employees live or is near the workplace. For multi-site employers who wish to offer employees equitable benefits, building centers at multiple sites is rarely financially feasible.
- Many employees often prefer family day care and are familiar with that form of care.
- It is more likely to accommodate odd-hour shift care, including night shifts, split shifts, mandatory overtime, and last minute travel.
- The planning and start-up phase for a family day care network is shorter than for a center with comparable child care capacity.
- It is relatively cost effective in terms of start-up capital and ongoing support compared to a center.

Following are examples of successful employer involvement and detailed descriptions of how employers are using family day care to meet employee child care needs. ■

WHAT ARE EMPLOYERS DOING?

Although employers can and do use family day care as a resource in a variety of ways, this text focuses on two major categories of involvement: **Direct Services** and **Community Investments.** These options are highlighted because in past and current employer initiatives, they seem to be most popular. Direct Services will include family day care networks, child care centers with family day care satellites, and child care resource and referral contracts. Community Investments will refer to employers giving philanthropic grants and/or providing resource development funds to improve the quality, supply and availability of child care, which sometimes focus on family day care.

DIRECT SERVICES

Resource and Referral Services

Child Care Resource and Referral Agencies (called R&Rs) can act as a useful vehicle to support family day care. R&Rs usually have an existing relationship with family day care providers offering recruitment, training, and other resources. Employer contracts with R&Rs not only strengthen the R&Rs, but can also help supply needed resources and improve the quality of family day care.

Contracting with R&Rs is a popular option for employer involvement in child care. The primary functions of R&Rs are:

- to refer parents to quality child care arrangements and disseminate educational materials and information about choosing child care and parenting;
- to build the supply and improve the quality of child care; and
- to document local child care needs and supply and help plan for programs to meet these needs.

Often, "resource and referral" is mislabeled as an information service because its origin is in "information and referral". However, "information and referral" services focus on telling parents who provides child care, and maintaining current lists. "Resource and referral" services help generate and support the needed supply of high-quality child care. The "resource" component of resource and referral involves increasing community child care resources — often including the supply of high-quality family day care and consumer education services. The "referral" component includes parent counseling, consumer education, and workshops to build parenting skills.

A comprehensive R&R program supports the full range of local child care programs, including family day care providers, in-home caregivers and child care center providers, and is able to offer parents referrals to a choice of different types of child care arrangements. R&Rs offer training and technical assistance in child development, business skills, health and safety, and assistance in meeting state and local regulations. For example, many R&Rs offer training to family day care providers on how to run a small business. Additionally, special recruitment campaigns focus on increasing needed forms of care such as infant, school-age, and second-shift care.

"We believe it's important to help our employees find good quality care. Providing child care assistance gives our employees peace of mind and lets them know we care about them and their family members."

Bonnie Likens

Manager, Employee Benefits, San Diego Zoo.

Unfortunately, the importance of resource development can get lost. Some R&Rs include the cost of family day care training, supply building, and retention in employer contracts. However, employers may be unwilling to pay these costs and often exclude them from contract negotiations. Yet, building these costs into a well-communicated R&R contract helps employers understand family day care's value, improves child care resources and helps employers perceive the value of these quality, retention and supply-building activities. Resource development is a necessary and crucial part of an effective enhanced referral contract. That is the referral service can function only when there is adequate quality and supply of caregivers in the community.

Today, most R&Rs offer employers "enhanced child care resource and referral services" which include both extensive customized assistance to employees in search of child care, as well as the development of needed child care resources. In addition to training providers, enhanced services also provide parents with: referrals to a variety of child care arrangements with confirmed openings, a designated referral counselor and phone line, case management, service evaluation calls, and written materials on choosing child care. Also, a range of educational programs, including parenting seminars, support groups, guidebooks and video tapes are often available.

Most often employers contract with an existing community-based R&R agency or a vendor working with a national network of R&R agencies. Employers sometimes provide R&R services internally. In addition to state-funded or community-supported resource and referral agencies, there are privately owned resource and referral organizations. Approximately 1,500 companies nationwide currently offer R&R services to their employees.[4]

Some companies provide additional grants to local child care resource and referral agencies to develop needed resources for family day care providers. For example:

> In Atlanta, Georgia, AT&T funded a project with Save the Children/Child Care Support Center to recruit family day care providers. This project tried to eliminate disincentives, as well as to offer an array of incentives such as training, referrals, and ongoing support. For example, the project tried to make interacting with the state regulatory agency easier by having trained providers do the mandatory fingerprinting in potential provider's homes rather than requiring potential providers to go to the police department. The project also employed providers to help other providers obtain and fill out necessary forms.

Employer contracts with R&Rs have been responsible for many of the support services currently offered to family day care providers. Employer contracts with national vendors have made technical assistance and funding available to local R&Rs enabling them to improve training, technical support, retention and recruitment strategies, consumer information, and public awareness of family day care. These additional supports are particularly important in states that have weak or confusing family day care regulations.

Family Day Care Networks

A family day care network, also a direct service, is a group of family day care providers organized by a community agency, child care center, provider association, private company, or the employer offering care for employees' children. Family day care homes, as independent small businesses, can join the network and receive a variety of support services such as assistance in meeting state and local regulations, help in using the U.S. Department of Agriculture Food Program, training and other support services, parent referrals, and equipment loans.

[4] Unpublished data, Families and Work Institute, 1990.

An important function performed by networks is the recruitment of additional family day care providers, which increases the supply of needed child care. Some networks recruit family day care providers to care exclusively for the sponsors' employees. Other networks allow providers to serve community children, but ask that preference be shown to employees' children. In communities where government (city, county, and state) regulations are unclear or complicated, establishing a network may take more time. The inconsistency of government regulation results in varying levels in the quality of care found in family day care homes. For example, training and staff-child ratio requirements greatly affect the quality of child care.

For various reasons, employers sometimes want to establish a direct relationship with family day care providers. By establishing a family day care network, employers can guarantee that the providers: serve the employee's children either on an exclusive or priority basis; are available during all work shifts; offer "get well care" for mildly ill children; and meet high safety and quality standards in their homes.

Employer-sponsored or supported family day care networks generally are characterized by a structure in which:

- Development and management is administered either by in-house staff or through a contract with a community group.
- Providers are most often independent contractors. (Other times they are employees of the company or the network.)
- The network recruits new providers and works to retain existing ones.
- The network provides referrals to the caregivers and consumer information to parents looking for family day care.
- Caregivers usually meet specific criteria and sign a contract which includes giving preference to employees. In some cases, networks provide services exclusively to the employer or network clients.
- Most networks require providers to be insured for accidents and/or liability. This insurance is often the providers responsibility, but can be provided by the network.
- Sometimes the network sets and collects parent fees; other times the provider determines market rates and collects fees directly from parents.
- Many networks supply equipment and materials necessary for the provision of care such as double strollers, cribs, fire detectors, age-appropriate toys, etc.
- Some networks visit providers' homes on a regular basis, offer technical assistance by phone, and provide informative newsletters.
- Most networks include training workshops for providers and, in some cases, provider attendance is mandatory.
- Some networks provide substitute care in case the provider is ill or has an emergency and give providers paid vacation, sick days, and other benefits.
- Many networks acknowledge providers with awards, gifts, luncheons, and dinners.
- Some networks conduct exit interviews with providers to determine the causes of attrition.

Employers tend to be more comfortable contracting for resource and referral services or building a child care center than creating or contracting with a family day care network. They often perceive these services as "less messy", less complicated, and more tangible than a family day care network. What is missing is a clear idea of how to start a family day care network or contract with a community organization to provide one.

Employers follow many of the same decision-making steps regardless of the direct service option they provide. These steps include:

- Forming or re-establishing a work and family task force, which includes parents, human resource staff, union representation, and those departments that could provide support services to the network (payroll, food services, legal, public relations and printing).
- Assessing the needs, resources, and expectations of employees, management, unions, and the community.
- Hiring a consultant with experience in family day care and relationships with local regulatory agencies, re-

source and referral organizations, and family day care associations for specialized information.

- Deciding what level of control is required by the employer and then deciding if the network will be in-house or contracted out.
- Hiring or assigning staff to manage the in-house network or to serve as a liaison to the outside vendor. Staff qualifications might include experience and education in the family day care field and knowledge of community resources. These skills will make it easier for staff to recruit, train, and retain the providers in the network.
- Communicating the employer's family day care initiative to both employees and the larger community.
- Evaluating the development and outcomes of the network over a period of three years to allow sufficient time for the network to become institutionalized and outcomes to be measurable.

Some consultants believe that establishing a family day care network is a "bargain" compared to providing the same number of child care slots in center-based programs. The Working Parents Day Care Assurance Plan Family Day Care Services department in Toronto, Canada estimates that it is five times more expensive to develop child care slots in a center-based program than in a family day care network.[5] Family day care networks give employers a cost effective, comprehensive, and tangible child care option, as well as a manageable and accountable entity with which to work. Family day care networks, both employer-sponsored and community-based, are a far cry from the "babysitting" stereotype that some people associate with family day care. Networks can offer high quality, educational child care which not only is good for the employees' children, but also sets a standard for the community.

Costs for an employer-supported family day care network depend on many factors, including: the cost-of-living in the area where care is provided; the level of service and financial assistance provided to employees; the size of the network; the resources made available to the family day care providers; and the creation and administration of the network (whether the network management is contracted out or administered in-house).

Sometimes employers make a donation to a community organization for the start-up of a network in exchange for access or preferential placement for employees. Employers can also establish a network as a satellite of an existing child care center. Employers can provide continued support for the network through contributions or contract for service.

Following is a sample annual budget (developed using both employer- and community-based network information) for a family day care network with 20 family day care providers serving approximately 20–60 employees' children managed by a community agency with an employer contract. Additional costs which are not itemized can include: consultants, accreditation or training stipends for providers. Special projects such as advertisement and materials for recruitment campaigns, developing respite care, a child care fair, or a promotional video tape can also be budget items.

SAMPLE BUDGET EXPENSES

Personnel

Network Coordinator (full time)	$25,000
Secretary (part time)	10,000
Fringe Benefits @20%	7,000

Operating

Rent, Telephone, Equipment, Supplies	6,000
Travel (site visits and conferences)	2,500
Insurance for network staff	3,000
Toys/equipment/materials	5,000
Training materials	2,000
Printing/Postage (newsletter and brochure)	1,200
Total	**$61,700**

Many employer-supported networks do not make their operating budgets public. This makes presenting different models for cost comparison difficult. Comparison of network budgets is further blurred by variations in how particular operating expenses are budgeted — as in-kind services or as direct costs of the network. For example:

- Personnel costs vary depending on whether the staff administering the network is part of a larger department in which responsibilities and support staff are shared;
- Some direct expenses (including office space and services such as telephone, printing and catering) may be contributed by the employer or may be charged directly to the network;
- Cost/ratio can be defined based on costs per parent request, the number of providers in the network, the

[5] Personal communications, Nancy Fiorillo, Working Parents Day Care Assurance Plan Family Day Care Services, Toronto, Canada, 1990.

number of employees children being cared for or any combination of the above;

- Subsidies (10–50%) may be universal or provided based on employee income, to assure that the network can be used by all employees and to ensure that the family day care providers are making a living wage; and
- " Holding fees" can be offered to providers to assure that employees receive preference for available child care openings. For example, Maine Medical Center pays up to four weeks in fees to hold a child care slot for employees who are relocating to take a position with the hospital.

Family Day Care Networks With Center Affiliation

Networks affiliated with centers have many strengths. This structure can help coordinate parents' and children's needs; offer savings in purchasing equipment, toys, and materials; and provide career paths for providers, both center-based and home-based. Networks enable centers to reduce their waiting lists and also provide parents with the alternate choice for the out-of-home care of their children.

Family day care networks with center affiliation usually grow out of a center-based program's financial and physical inability to expand its infant care slots. Employers who already have centers express the most interest in family day care networks. Center-based programs that have a fixed number of infant care slots and waiting lists of 100 or more are not unusual. Often the number of children in care is less than the number of children on the waiting list. Ironically, the high numbers on the waiting list are given by some corporate centers as proof of their success, when, in reality, the waiting lists reflect a huge unmet need.

Employers who offer both family day care and center-based options do not necessarily connect the programs at all administratively. The two options may be managed by separate organizations, or one may be administered in-house while the other is contracted out.

America West Airlines (AWA) offers 24-hour, 7-day-a-week care for employees' children. Separate home-based and center-based programs are coordinated by AWA's Child Care Department, which currently has a staff of eleven. Since 1986, the home-based program has provided care to children six weeks and older by fully trained family day care providers. The growing program consists of over 50 homes in Phoenix and 10 homes in Las Vegas. All programs are open to non-AWA children and thus contribute to the community's supply of quality child care. The family day care providers in the network are independent contractors who agree to various requirements, such as participation in the USDA food program, safety and child development training, and home visits by AWA specialists. AWA furnishes direct services to providers in the network, such as direct payment with a fixed, above market rate, training, toy lending, a newsletter, and backup care.

Photo: Ron Garrison © Zoological Society of San Diego, 1991

The arrangement of network affiliation with a center has worked well for a variety of programs. The economic motivation, as one center director said, becomes secondary once they see how wonderful family day care can be for children and their families. Because center-oriented professionals are often skeptical about family day care, the staff hired to coordinate the network needs to be "family day care friendly" to prevent the network from being perceived as an option parents use because they could not get into the center.

The relationship between centers and affiliated family day care networks is often center-focused because training is usually done at the center where family day care providers observe center staff. Center staff do not typically

observe providers in family day care programs. This is a missed training opportunity for center-based staff, particularly in the area of mixed-age programming, in which family day care providers are often highly skilled. Center-based programs could benefit from greater exposure to mixed-aged programming because they often combine different age groups of children at the beginning and end of the day.

Family day care, because of the smaller number of families for whom care is provided, could also serve as a positive example for infant and toddler care with intimate parent/caregiver relationships. Further, the possibility of center staff becoming family day care providers when they have a baby or want a change is often discussed, while the movement of family day care providers to center positions is rarely mentioned.

Concerns

Employers and consultants have expressed the following concerns as potential barriers for increased involvement. With family day care networks, while liability and quality issues were most often brought up, there are practical solutions and exemplary employer initiatives to answer these concerns.

Liability

Employers need to be convinced that involvement in family day care is worthwhile. Employer-supported family day care networks can help employers perceive family day care as more credible and dependable, and less risky in terms of liability.

As discussed earlier, more needs to be done to enable employers to have — as they say in advertising — "familiarity of usage" with family day care. Employers know what center-based child care is, and see centers as a better risk because of their high visibility and presumed accountability.

The same perception of visibility and accountability can be transferred to an employer-supported family day care network. Deb Vander Molen, of Steelcase Inc. in Grand Rapids, Michigan points out that the written contract Steelcase has with the providers, the providers' independent status, and the emphasis on consumer education and choice result in good risk-management. When researching potential insurance carriers for liability coverage, Steelcase received feedback that its involvement seemed very safe because of the procedures it follows. In 12 years of operating its family day care network (since 1979), Steelcase Inc. has had no network-related litigation brought against the company.

"Over 70% of our employee child care requests are for family day care homes. The strength of our program lies in the quality of the family day care providers in our network."

Ian M. Rolland
President and Chief Operating Officer
Lincoln National Corporation

James Strickland of Human Services Risk Management in Austin, Texas suggests taking the offensive and proposing that a well-managed family day care network may be a better liability risk than a center.[6] He suggests helping employers understand that the differences between family day care and center-based care are positive, not negative. For example:

- Family day care providers who become members of the network may undergo more intense scrutiny than center staff — from licensing officials, USDA food program administrators, network staff, and parents.
- A network presents less exposure to catastrophic risk. A family day care home may have five parents while a center may have 50 — a substantial difference if a company faces a class-action suit.
- The bond between caregiver and parent may be more intimate in family day care, and therefore can deter acts of small, capricious litigation.
- Additionally, parents may form relationships with the family day care network staff and identify with the network itself, especially if parent intake is done face to face and there are additional forms of contact available such as phone calls, workshops, newsletters, consumer education materials, etc.

The liability concern is often a "red herring" that slows down or derails all direct service child care initiatives. Despite the fact that there are not many claims against family day care providers, if an employer called its insurance company's risk manager she or he might tell the employer that family day care is "unmanageable". Typically, insurance buyers/risk managers are afraid of "deep

[6] Personal communication, James Strickland, Human Services Risk Management, Austin, Texas, 1991.

pocket" liability if litigation is successful. Yet all managers understand that managed risk is part of doing business. Family day care is a manageable risk.

Statistically, accident claims -- claims that children are hurt due to negligent supervision — are most likely for both child care centers and family day care homes. Child care centers, however, attract more allegations of child abuse — most of which are unfounded.[7] It is important for providers to have accident and liability insurance because a child has until the age of majority to file a claim. Most networks *require* that the family day care providers carry accident and liability insurance. Employers also need to carry a liability policy.

Resources can be made available to help providers reduce the risk of accident and injury in their home. For example, because it is an insurance company, Aetna Life & Casualty, has safety as an intrinsic concern. The company developed a safety project through its national resource & referral contract to give safety gifts to providers who completed safety training programs. The provider sends Aetna a proof of completion and a gift card, choosing either a smoke alarm, a first aid kit, or a fire extinguisher. Enclosed with the selected gift is a safety information packet.

Accountability

Employers want a guarantee that the care they are providing or sponsoring is good quality. Employers want to feel comfortable with that care and they want caregivers accountable to them. In addition, they want to feel pride in having their name associated with the care, and receive good public relations from their involvement. Currently, many employers believe only a child care center can satisfy all of these needs.

However, employers can have accountability by building quality-control mechanisms into their family day care networks, such as a rigorous interview process and home inspections (not all applicants to the network will qualify and be accepted). Procedures can be created that provide checks and balances. The family day care option must be presented in a way that alleviates fear of care in "someone's home," and that emphasizes both the educational and nurturing aspects of family day care.

[7] Personal communication, James Strickland, Human Services Risk Management, Austin, Texas, 1991.

Photo: Ron Garrison © Zoological Society of San Diego, 1991

Family day care advocates have expressed concerns about the family day care network sometimes being seen as a feeder system for a center. It is common for children to move from family day care into the center program when they become pre-schoolers; a possible implication of this is that family day care is not "educational" enough for three, four, and five year olds. There are additional concerns raised about efforts to standardize family day care homes so they resemble mini-centers, perhaps because center-based professionals are more familiar with this form of care and believe that the mini-center model provides the presumed missing educational component. It will be important in efforts to provide employers with definitions of quality for family day care to keep the criteria broad. The pre-school model is so widespread that special efforts will be needed to promote the creative, diverse style of child care inherent in the "good parent" model of family day care. Efforts to standardize family day care may result in eliminating its greatest strengths.

COMMUNITY INVESTMENTS

Employers can contribute money to expand and develop child care resources in the communities where their employees (and customers) live by donating philanthropic dollars or committing operating dollars. Some forward-thinking employers address employees' and the community's child care needs simultaneously. They develop child care resources that address a combination of internal human resource issues and issues of good community citizenship. Their focus usually involves increasing the supply and quality of child care for the whole community in which they have significant employee and customer populations. Many form funding partnerships among a group of employers; sometimes foundations or local gov-

ernment agencies also participate. Community investments are often implemented through a contract or grant with local organizations, such as child care resource and referral agencies, family day care associations and other community groups, or through a vendor working with a national network of resource and referral agencies. Several of the most recent community investments focus on family day care and all include family day care. The involvement with family day care is driven by work force demographics (the increase in employed parents), parental preference and use, the growing need for infant care, and the cost-effectiveness of start-up and maintenance. Communjty investment initiatives usually involve increasing the quality and supply of family day care through recruitment campaigns, training programs, resource rooms, provider associations, accreditation, and other support services.

"Our work force has varied child care needs. Using family day care homes has given our employees more flexibility and choice in their child care arrangements."

Lynn Breckinridge

Director of Employee Benefits, Maine Medical Center

Family day care has the potential to provide high quality care. Unfortunately, without support services family day care also can result in some low-quality child care. The implications of not developing resources for family day care are significant — our youngest children may be cared for by isolated adults who lack the nurturing, educational, and business skills needed to run a successful, high-quality child care program.

There have been several significant employer initiatives over the last few years designed to increase the supply and quality of family day care. Profiles of the following initiatives and others can be found in the appendix.

Philanthropic Initiatives

A benchmark project, *The California Child Care Initiative,* was established in 1985, largely due to the efforts of Bank of America and the California Child Care Resource and Referral Network.

Bank of America's response to its employees' child care needs was to help create one of the earliest and most ambitious public/private partnerships between foundations, corporations, child care resource and referral organizations, government agencies, and communities. A state-wide development model focused on increasing the supply of quality family day care by funding community based child care resource and referral agencies to recruit, train, and provide support services to licensed providers. The funding consortium was formed with support from businesses including American Express, Mervyn's, Wells Fargo Bank, and 20 other corporations and foundations along with federal, state, and local governments.

The California Initiative has raised $4 million dollars to date, and funded projects in 31 resource and referral agencies state-wide. The consortium is attractive to businesses because it accommodates both small and large-size corporations and leverages contributions by a pooling of dollars.

Since 1985, the program has recruited 2,000 new licensed family day care providers, generating over 11,000 new child care spaces. Workshops and classes were offered to 14,000 providers, covering small business skills and quality child care practices.

Extensive research and material development was conducted by the California Child Care Resource and Referral Network as part of the project on supply building, addressing a wide range of recruitment, training, and retention issues. The model is currently being replicated by other California Resource and Referral agencies through local partnerships and match funding and in other states (Michigan and Oregon) with the help of the Ford Foundation, a partner in the Child Care Initiative Project's original funding consortium.

The Dayton Hudson Corporation working with its subsidiaries Mervyn's and Target Stores is investing almost $10 million dollars to improve the quality of family day care by supporting training, accreditation, and a national public awareness campaign about quality care. By the end of 1995, The Family-to-Family initiative will have:

- established or expanded 30 local family day care training programs;
- trained 1,000 providers;
- established or expanded local provider associations; and
- conducted a national public awareness campaign on quality child care.

Mervyn's Family-to-Family initiative in Denver, Colorado gave a grant to a partnership between the

Colorado Association for Family Child Care (CAFCC) and Work and Family Consortium, the local R&R. The project focused on training providers, helping providers become accredited and educating consumers. The three year initiative began in 1988, recruited over 240 new providers and will have offered training to 650 providers at its conclusion. The curriculum included basic and advanced training materials and workshops.

For employers unfamiliar with how family day care associations function, the Colorado Association for Family Child Care is an exemplary model. CAFCC demonstrates that education, recruitment, and training can be good functions for associations to perform because providers have an intimate knowledge of the steps and skills involved and can share this expertise with other providers and people considering family day care as a career. The Colorado Association has 1,500 members and an education foundation which is a separate not-for-profit that does training, scholarships and special training for school-age child care and the care of mildly ill children. US WEST, serves on their board.

Target Stores, a division of the Dayton Hudson Corporation, joined the Dayton Hudson Foundation and Mervyn's in implementing the Family-to-Family Initiative in 1990. In January of 1991 Target launched the first of its Family-to-Family projects in Louisville, KY; Milwaukee, WI; and Charlotte, NC. Six more communities will be selected in 1991 and an additional six in 1992.

In Louisville, it was clear that the base of family day care providers was too small to simply implement a Family-to-Family training program. Target therefore decided to extend and expand a successful recruitment program run by Community Coordinated Child Care (4C) of Louisville, as well as start a training project.

Organizational Fund Initiatives

IBM and AT&T provide direct services to their employees through enhanced child care resource and referral contracts. The companies are making an additional investment in the development of child care resources in local communities.

The IBM Fund for Dependent Care Initiatives was established in 1990. Administered through Work/Family Directions Development Corp., a consulting and research firm in the field of dependent care, the $25 million fund ($22 million designated for child care and $3 million for elder care) is being distributed over the period 1990-1994. IBM intends to increase the supply and improve the quality of child care in selected communities where its employees live, fund child care projects, and include those which address the need for recruitment and retention of family day care providers, To date, IBM has funded 12 family day care projects in North Carolina, Texas, Connecticut, Vermont, Georgia, New York, Minnesota, and California. All 12 projects involve recruitment and retention of providers, but each project incorporates individualized strategies aimed at addressing the needs of its community. The programs include:

- providing training and technical assistance;
- sponsoring a conference;
- developing substitute programs;
- recruiting providers willing to provide non-traditional hours of child care (e.g. overnight care);
- establishing resource rooms;
- producing a recruitment videotape;
- providing training scholarships; and
- organizing equipment and toy loan programs.

In 1990, AT&T established the Family Care Development Fund, a union-management negotiated, $10 million dependent care initiative. Grants are being distributed during the years 1990-1992 to increase the supply and to improve the quality of child and elder care in communities with AT&T employees. Proposals must be submitted with employee sponsorship, and preference is given to local community initiatives and child care projects involving providers accredited by the National Association for the Education of Young Children (NAEYC) or appropriate family day care accreditation bodies such as the National Association for Family Day Care (NAFDC), the Council

for Early Childhood Professional Recognition's Child Development Associate credential (CDA). Projects must be able to sustain operation beyond the short-term (usually one year) AT&T funding period. To date, AT&T has funded five family day care projects in California, Georgia, Missouri, Virginia, and Vermont. The programs include:

- resource rooms;
- recruitment and technical assistance programs;
- toy, equipment, and book loan programs;
- training courses;
- provider access to child care experts for advice and information on running a family child care home; and
- a monthly newsletter for providers.

These community investment initiatives are important sources of funding for innovative projects, evaluation, replication, and community recognition for child care. Additionally, these community-wide initiatives enable parents who do not work for progressive-thinking companies or whose employers have limited resources to benefit from the increase in the supply and quality of child care. ■

RECOMMENDATIONS

While conducting research for this paper, the issue of the flexibility of family day care was often raised and the potential of family day care to provide holiday care, 24-hour care, evening care, second and third shift care, care for mildly ill children, emergency care, temporary care, older-school age care, and even intergenerational care was discussed. Strategies to help avoid burnout among providers need to be developed to accompany these diverse and sometimes impossible demands.

Suggestions for employer involvement included many practical and creative options which compliment the direct services previously discussed in the chapters on Child Care Resource and Referral, Family Day Care Networks, and Community Investments. For example:

- Learn from employer-supported child care centers: those who subsidize some of the cost of care are more successful. Maintaining stability of care requires that providers have a decent income.
- Insure that providers are active participants in the planning and development of initiatives. Providers can be hired as paid consultants or employees and should be paid at the same rate as other consultants and employees who help implement recruitment and training efforts.
- Provide scholarships to fund providers' attendance at conferences and to underwrite training and accreditation participation.
- Design systems which put more money into the hands of the provider. Current systems and proposed improvements focus on putting money into the hands of parents and into the child care infrastructure, not directly into the actual caregivers' hands. The caregivers still have to rely on "trickle down".
- Increase employer contributions to family day care associations. A family day care association is an independent volunteer organization comprised of family day care providers. Through an association, a provider has the opportunity to share her work experiences with peers, as well as to give and receive support. Associations may sponsor a variety of activities, including: support groups, training, conferences, advocacy, and group health and liability insurance.[8]
- Encourage research on liability which distinguishes such risks in networks from unaffiliated providers and unregulated providers. Currently, everyone is painted with the same brush. The recent U.S. Department of Labor study on liability and employer-supported child care only addressed center-based care.[9] There is a real need for a liability study on family day care.
- Support clear state regulation of family day care. The lack of effective regulatory systems makes it difficult for employers to work closely with family day care providers.
- Support zoning and deed restrictions exempting family day care, so that more providers can identify them-

[8] *Beginning a Family Day Care Association.* The Children's Foundation, 1986.

[9] Report of the Secretary of Labor, *Employers Centers and Child Care Liability Insurance,* U.S. Department of Labor, December 1989.

selves and become part of organized child care systems.

- Support changes in the immigration and green card regulations to encourage greater numbers of providers to be able to work legally and join organized child care systems.

Corporate initiatives cannot and will not meet all the child care needs of our communities' families. The need for advocacy to increase the limited involvement of government, expand private philanthropy, and involve many more community partners will continue to be a priority.

If more employers and consultants become knowledgeable about family day care, there will be an increase in reasonable regulation, provider accreditation, the development of networks, support for provider associations, center affiliations, and possibly contracts with individual providers for child care services.

The future of family day care as a viable option for employers depends on how successful the child care field is in increasing the visibility and status of the family day care option. Without increased educational efforts, employers will continue to choose resource & referral contracts and centers as direct services and miss an important opportunity to provide a unique and important child care option for employees. ▬

Photo: Ron Garrison • Zoological Society of San Diego, 1991

EMPLOYERS AND FAMILY DAY CARE ANNOTATED BIBLIOGRAPHY

- Bergman, Roberta L., & Martha E. Metarelis. (1987.) *Developing An Employer-Assisted Family Day Home System: A Guidebook.* Child Care Dallas, 1499 Regal Row, Suite 400, Dallas, TX 75247. (214) 630-7911.

This guide reports on The Employer Assisted Home Based Child Care Delivery System, a demonstration project (1982-1984) to develop a family day home system serving employees of six corporations. Published to serve as a "how-to handbook," it is a "practical guidebook for corporations, child care providers, social service agencies and other who believe in the potential of day homes as a corporate child care option." (164 pages; $16.95.)

- Bush Center in Child Development and Social Policy. (1990.) *Safe Care/Safe Play: A Child Care Safety Manual For Training Family Day Care Providers.* Bush Center in Child Development and Social Policy, Yale University, P.O. Box 11A, Yale Station, New Haven, CT 06520. (203) 432-4570.

This manual is a guide to evaluation of safety and reduction of hazards in the family day care home. (150 pages; $35.00.)

- California Child Care Resource and Referral Network. (1988.) *The California Child Care Initiative Project.* 809 Lincoln Way, San Francisco, CA 94122. (415) 661-1714.

This brief but comprehensive description of the Initiatives explains businesses' motivations for entering the child care arena and how a project of this scope successfully addressed local supply and quality needs. This publication has a companion media production. (12 pages; $7.50.)

- The Children's Foundation. (1986 — updated frequently.) *Beginning a Family Day Care Association.* The Children's Foundation, National Family Day Care Association, 725 15th Street NW, Suite 505, Washington, DC 20002. (202) 347-3300.

This fact sheet details the steps and information necessary to found a family day care association. ($.75)

- Clearinghouse on Implementation of Child Care and Eldercare Services (CHOICES). (1989.) *Family Day Care Network "How to" Guide.* CHOICES, U.S. Department of Labor, Office of the Secretary, Women's Bureau, 200 Constitution Avenue N.W., Washington, DC 20210. (800) 827-5335.

This guide provides a step by step outline of the process employers must go through to establish a family day care network. Information on needs assessment, consultants, community networking, provider recruitment, and legal and financial issues is included. (5 pages; free.)

- Donohue, Ph.D., W. Anthony. (1988). *Family Child Care Systems in the United States Army: Executive Summary.* Early Childhood Studies Program, University of Minnesota, 201 Wesbrook Hall, 77 Pleasant Street, S.E., Minneapolis, MN 55455 (612) 625-1088.

This study describes how the Army Family Child Care program is administered and measures participants' levels of satisfaction and their perceptions of the effects of the program. (78 pages)

- Friedman, Dana. (1989). *Addressing the Supply of Child Care: The Family Day Care Approach.* Families and Work Institute 330 Seventh Avenue, New York, NY 10001 (212) 465-2044.

This paper reviews the supply and demand for child care and the degree to which company efforts to expand family day care can address the supply problem. This paper includes recommendations for further expansion of family day care.(44 pages; $20.00).

- Friedman, Dana. (1987). *Family-Supportive Policies: The Corporate Decision-Making Process.* The Conference Board, Publication Sales, 845 Third Avenue, New York, NY 10022, 1-800-US-BOARD.

This report describes the process by which corporations consider implementing child care supports. It is based on information from more that 75 leading edge companies in the work and family field. (47 pages; $45/$15 for non-profit agencies or associates)

- Hamer, Sally & Dana Friedman. (1983.) *Family Day Care Systems — Fact Sheet #12 Employer Supported Child Care.* Comprehensive Community Child Care, 2400 Redding Road, Room 109, Cincinnati, OH 45202. (513) 621-8585.

Number 12 in a series of 18 fact sheets on employer supported child care, this three page document describes various arrangements an employer can make to offer family day care to employees, the advantages and disadvantages, tax issues, and cost. Also provides a list of employers using family day care systems. (three pages; $1.00.)

- Joseph, Galen & Pat Ward. (1991.) *Options for the 90's: Employer Support for Child Care.* National Council of Jewish Women, 53 West 23rd Street, New York, NY 10010. (212) 645-4048.

This guide describes more than 20 employer options, including several that are often overlooked, such as family day care and funds for developing child care resources. Many of the options described also address elder care and care for dependents with disabilities. (22 pages; $10.00.)

- Lakeshore. (1988.) *Kids and Companies: the Employer's Guide to Child Care Solutions.* Lakeshore Curriculum Materials, 2695 East Dominguez Street, P.O. Box 6261, Carson, CA 90749. (800) 421-5354.

Information packet outlining the process an employer must go through to establish child care benefits that meet employee and business needs. Packet includes information on needs assessment, lists of model programs, child care organizations and consultants, and state child care coordinators. The packet also describes the various employer options and the benefits to employers, and includes an article by Dana Friedman and a preschool planner. (free.)

- Mechanick, Doris. (currently being updated). *Family Day Care Networks ... A Viable Option for Employers and Families.* Village Park Development Center of America Corporation, 300 Esplanade Drive, Suite 1790, Oxnard, CA 93030. (805) 988-6006.

Information from several sources including: guidelines on implementing a family day care network; advantages and disadvantages of family day care; needs assessment; liability issues; and California provider licensing forms.

- Modigliani, Kathy. (1991.) *Training Programs for Family Day Care Providers: An Analysis of Eleven Curricula.* Bank Street College of Education, 610 West 112th Street, New York, NY 10025. (212) 222-6700.

This handbook is intended to help providers improve the quality of care and education they offer. It describes the features and flavor of eleven training programs, and summarizes how each program addresses various content areas such as cognitive development, play environment, etc. (62 pages; Limited copies will be available a no charge from Mervyn's, 25001 Industrial Boulevard, Hayward, CA 94545, and Target Stores, 33 South Sixth Street, P.O. Box 1392, Minneapolis, MN 55440-1392.)

- National Council of Jewish Women. (1991.) *Family Day Care Marketing Kit.*

Designed by a team of early childhood specialists and market researchers as a resource to improve the image of family day care, this kit helps family day care providers market their programs and speak out on behalf of the family day care field. (pages 30; $10.00.)

- NCJW Center for the Child. (1988.) *Employer Supports for Child Care.* National Council of Jewish Women, Center for the Child, 53 West 23rd Street, New York, NY 10010. (212) 645-4048.

Report discusses findings from NCJW's Mothers in the Workplace study. Findings demonstrate that employer supports for child care reduce job turnover and child care problems among working mothers. Discussion includes: child care needs of the labor force, why employers are concerned about child care, and what they are doing about it. (6 pages; $1.00.)

- NCJW Center for the Child. (1989.) *Facts About Employer Supports for Child Care.* National Council of Jewish Women, Center for the Child. 53 West 23rd Street, New York, NY 10010. (212) 645-4048.

This one-page piece describes several myths and realities about employers and child care. It is ideal for distribution to the general public, child care professionals, policy makers and the media. (one page; Single copies free.)

- Perreault, Joe, Nancy Travis & Ruth Anne Foote. (Fall 1991.) *The Relationship Between Family Day Care and Child Care Resource and Referral.* National Association of Child Care Resource and Referral Agencies (NACCRRA), 2116 Campus Drive SE, Rochester, MN 55904. (507) 287-2220.

The paper discusses Child Care Resource and Referral (CCR&R) practices which encourage a mutually supportive relationship with family day care. Issues discussed include: how to explain family day care to parents, how to explain CCR&R services to providers, the relationship between CCR&R and associations and when it is appropriate for CCR&R to speak for family day care versus allowing providers to speak for themselves. (available September, 1991.)

- Rowe, Cynthia. (1989.) *Developing and Managing A Family Day Care Network: A How-To Guide.* Neighborhood Child Care Initiatives Project, Child Care Inc. 275 Seventh Ave., New York, NY 10001. (212) 929-7604.

This guide provides information on how to start a family day care network, manage it and keep it going. (131 pages; $17.50.)

- Stevenson, Carol (1989.) *Family Day Care Zoning Guide.* Child Care Law Center, 22 Second St., 5th Fl., San Francisco, CA 94105 (415) 495-5498.

This guide addresses the problems faced by family day care providers who live in areas where zoning laws make it difficult, expensive or impossible to care for children in their homes. It also provides information on how to advocate reform of zoning laws. (67 pages; $15.00 + $2.50 shipping and handling.)

- Strickland, James. (1991.) *Managing the Risks Associated with Dependent Care.* New York State Department of Economic Development, Work and Family Resource Center, One Commerce Plaza, Albany, NY 12245. (518) 473-0499.

This report assesses the financial risks to employers of a range of employee child care benefits, including family day care.

- U.S. Department of Labor. (1989.) *Report of the Secretary of Labor: Employer Centers and Child Care Liability Insurance.* U.S. Department of Labor, 200 Constitution Avenue NW, Washington, DC 20210. (800) 827-5335.

This report examines liability issues involved in employer supported child care centers.

SOURCE: *Options for the '90's: Employer Support For Child Care,* Galen Joseph with Pat Ward, National Council of Jewish Women, 1990.

APPENDIX I

EMPLOYERS' OPTIONS

The small but growing number of employers who are involved in assisting parents with their child care needs are doing so in many ways and for a variety of reasons. Employers' involvement in child care falls into several categories:

Direct Care Services

Direct services include: a family day care network; enhanced child care resource and referral services; an on-site or near site center; an emergency child care program; a program for mildly ill children; and a program for school-age children. Direct care services tend to require the most substantial investment of time and money from employers but are a very successful way to affect the supply and quality of child care.

Community Investment

Employers can contribute money to expand and develop child care resources in the communities where their employees (and customers) live. These community investments are made via corporate foundations or through specially created "Funds". Foundation dollars are philanthropic and cannot be used to benefit the company directly. The "Funds" are financed with operating dollars and require a return on investment (i.e. child care initiatives receiving "Fund" dollars must demonstrate some payback to the employees of the contributing company). "Funds" can be established individually or through a consortium.

Scheduling and Time-Off Policies

Employees' work schedules can be made more flexible through parental and personal leave policies and alternative work schedules, which include maternity and parental leave, sick leave, flextime, compressed work week, voluntary reduced time, part-time work, job sharing and flexi-place (work-at-home). Establishing these policies involves little or no direct expense. Indirect "costs of doing business" inherent in establishing any new policy may be incurred as a result of more complicated bookkeeping demands and training of managers to use the new policies effectively.

Employee Financial Assistance

By setting up a Dependent Care Assistance Plan (DCAP) in accordance with Section 129 of the Internal Revenue Code (IRC), an employer may assist employees with child care expenses through flexible benefit plans or direct subsidies. Financial assistance to employees does not improve the supply and quality of child care, which may be a major obstacle to finding care. However, employers also can make financial contributions to community development projects or organizations that work to increase the supply, quality and accessibility of child care in the community.

Employee Information and Education

Employers can raise awareness among managers and supervisors about employees' child care needs, and provide employees with useful information on child care and balancing work and family demands through brochures and newsletters, videotapes, child care fairs, and on-site workshops (often called family and work seminars, parenting workshops, or brown bag lunches). ▬

DIRECTORY OF PROFILES:

DIRECTORY BY PROGRAM

Community Investment:
Aetna Life and Casualty 18
American Telephone and Telegraph Company (AT&T) 19
Business Champions for Child Care 21
The California Child Care Initiative Project 22
Coors Brewing Company 24
Corporate Champions 25
Du Pont Company 26
International Business Machines Corporation (IBM) 30
Mervyn's 35
Neighborhood Child Care Initiatives Project 37
Target Stores 35

Family Day Care Network:
America West Airlines 20
Golub Corporation 27
Holloman Child Development Center 28
Hospital for Sick Children 29
Lincoln National Corporation 31
Lost Arrow Corporation 32
Maine Medical Center 33
Massachusetts Institute of Technology 34
Rush-Presbyterian-St. Luke's Medical Center 39
San Diego Zoo 40
Steelcase Inc. 41
United States Army 43
United States Coast Guard 44
United States Navy 45
University of California at Los Angeles 46
University Hospital of Cleveland 47
Warner Lambert, Inc. 49

On-Site Family Day Care Home:
Overseas Adventure Travel 38
Union Hospital 42

Resource and Referral Services:
Connecticut Consortium for Child Care 23
Herman Miller, Inc. 36
US WEST 48

ALPHABETICAL DIRECTORY

Aetna Life and Casualty 18
American Telephone and Telegraph Company (AT&T) 19
America West Airlines 20
Business Champions for Child Care 21
The California Child Care Initiative Project 22
Connecticut Consortium for Child Care 23
Coors Brewing Company 24
Corporate Champions 25
Du Pont Company 26
Golub Corporation 27
Holloman Child Development Center 28
Hospital for Sick Children 29
International Business Machines Corporation (IBM) 30
Lincoln National Corporation 31
Lost Arrow Corporation 32
Maine Medical Center 33
Massachusetts Institute of Technology 34
Mervyn's 35
Herman Miller, Inc. 36
Neighborhood Child Care Initiatives Project 37
Overseas Adventure Travel 38
Rush-Presbyterian-St. Luke's Medical Center 39
San Diego Zoo 40
Steelcase Inc. 41
Target Stores 35
Union Hospital 42
United States Army 43
United States Coast Guard 44
United States Navy 45
University of California at Los Angeles 46
University Hospital of Cleveland 47
US WEST 48
Warner Lambert 49

PROGRAM
Community Investment

CONTACT
Sherry Herchenroether
Manager
Family Services,
Aetna Life & Casualty

AETNA LIFE & CASUALTY

151 Farmington Avenue ▪ Hartford, CT 06156 ▪ (203) 273-1619

At Aetna Life and Casualty, 65-70% of the employees' children are cared for in family day care homes. Recognizing that family day care generally gets less support than center-based care, Aetna established the Family Day Care Community Development Project, which has consisted of several short term programs and events.

Since 1989, safety kits have been given to family day care providers who have completed training sessions offered by their nation wide contractor or by the Connecticut Consortium for Child Care, and who have demonstrated an intent to register as a family day care provider. Each provider is able to choose a smoke detector, a first aid kit, or a fire extinguisher which was sent directly to the provider with a safety information packet.

In 1989, Aetna sponsored a conference for family day care providers in the Hartford area. The seminar topics were suggested by providers, and one hundred thirty providers attended. In 1990, Aetna donated space and assisted in the planning for a similar seminar offered by the Providers Resource Group of Hartford. One hundred twenty one providers attended the conference.

Other child care services provided by Aetna include: resource and referral (contracted nationally with Work/Family Directions since 1988), a full-time consultant on staff who works with Connecticut employees, work time seminars, support groups, and a flexible spending account which reimburses parents for child care expenses. As an insurance company, Aetna is particularly interested in safety issues: the company is currently investigating options for programs to improve child care safety. ▪

PROGRAM
Community Investment

CONTACTS
Skip Schlenk
Manager
Family Care Development Fund, AT&T

Vicky Banach
Manager
Work/Family Issues, AT&T

AMERICAN TELEPHONE AND TELEGRAPH COMPANY [AT&T]

1 Speedwell Avenue East ▪ Room 802U ▪ Morristown, NJ 07962 ▪ (201) 898-2405

In 1990, as part of its employee benefits package supporting work and family concerns, AT&T established the Family Care Development Fund, $10 million dependent care initiative negotiated with the Communications Workers of America (CWA) and the International Brotherhood of Electrical Workers (IBEW). Grants are being distributed during the years 1990-1992 to increase the supply and to improve the quality of child care and elder care in communities with AT&T employees. The initiative will focus on child care in the first year and will incorporate elder care in the second and third years.

Proposals for community development initiatives must be submitted with employee sponsorship. Preference is given to local community initiatives and projects involving providers with National Association for the Education of Young Children (NAEYC) accreditation or plans to obtain it. Projects are usually funded for one year only, and it is expected that most grants will be from $5,000 to $40,000. Funds may be granted to "for-profit" or "not-for-profit" organizations which meet eligibility criteria, but projects must be able to continue operation beyond the short-term AT&T funding period. To date, AT&T has funded five family day care projects in California, Georgia, Missouri, Virginia, and Utah. The programs include: resource rooms; recruitment and technical assistance programs; toy, equipment, and book loan programs; training courses; provider access to child care experts for advice and information on running a family child care home; and a monthly newsletter for providers.

Another union-negotiated AT&T program is a contract with Work/Family Directions, a consulting and research firm in the field of dependent care, to provide child care resource and referral services to all AT&T employees nationwide. Negotiated in May, 1989, this program went into effect in January, 1990, and incorporates recruitment and training of family day care providers. To date, 1,856 new providers have been recruited, resulting in 9,806 new childcare spots. 6,786 children of AT&T employees have found childcare through the program, and 71% of these requests were for family day care homes.

Other family-supportive policies at AT&T include up to 12 months of unpaid parental leave with paid benefits for the first six months after birth or adoption, with guaranteed placement in an equal job upon returning to work. An adoption assistance program reimburses parents up to $2,000 of eligible adoption expenses, and 12 months of Family Care Leave can be taken in increments over a two year period to care for a seriously ill family member. Personal days can be taken by parents as Flexible Excused Work Days, in two hour increments, to help deal with unforeseen emergencies such as sudden unavailability of prearranged child care, or a sick child needing to be picked up from school. Through AT&T's child and elder care reimbursement program, employees can shelter up to $5,000 of their income, tax free, to pay for child or elder care. The company also offers elder care consultation and referral services. In July, 1991, AT&T will begin offering long-term care insurance and flexible benefits/vacation buy, in which employees can trade money for vacation time. ▪

PROGRAM

Family Day Care Network

CONTACTS

Ellen E. Delano
Program Manager
America West Airlines

Rose Cerato
Field Station Manager
Child Care Department
America West Airlines

AMERICA WEST AIRLINES

Child Care Department ▪ 4000 E. Sky Harbor Blvd. ▪ Phoenix, AZ 85034 ▪ (602) 894-0800

America West Airlines (AWA) offers 24-hour, 7-day-a-week care for employees' children through home-based and center-based programs. AWA employees are eligible for subsidies of 25%-50% depending on family income and number of children enrolled. All programs are open to non-AWA children and thus contribute to the community supply of quality child care. The programs are coordinated by AWA's Child Care Department, which currently has a staff of eleven.

Since 1986, the home-based program has provided care to children six weeks and older by fully trained family day care providers. The growing program consists of over 50 homes in Phoenix and 10 homes in Las Vegas. Staff/child ratios meet all city and county regulations and are lower than state regulations.

The family day care providers in the network are independent contractors who agree to various requirements, including: participation in the USDA food program; carrying liability insurance; finger printing; FBI background checks; health and fire inspections; safety and child development training; home visits by AWA specialists; AWA child/staff ratios.

The services AWA affords to family day care providers in the network are: direct payment (providers submit timesheets biweekly) with a fixed, above market rate; referrals; training; toy lending; a newsletter; child care staff to act as liaisons and mediators with parents; backup care; payment for health and fire inspection renewals (after one year); and up to six guest airline travel passes per year. AWA does not guarantee placement.

AWA provides its employees a range of other family supportive benefits including: up to two months paid parental leave, substance abuse and family counseling (primarily in-house), an on-site medical facility for employees and their families, job sharing, flextime, and part-time work for returning mothers. In addition, AWA employees are shareholders, owning 23% of the company equity. ▪

PROGRAM
Community Investment

CONTACT
Marti Tucker
Family Care Coordinator
City of San Marcos

BUSINESS CHAMPIONS FOR CHILD CARE

Building Blocks Trust Fund

c/o Community Services ▪ 105 Richmond Avenue ▪ San Marcos, CA 92069 ▪ (619) 744-1875

Business Champions is a public-private partnership between twenty local businesses and the San Marcos Family Care Commission. Established in 1989, the partnership addresses the child and elder care needs of employees and the San Marcos community.

There are three levels of membership in Business Champions For Child Care. Basic membership entitles a business to bi-monthly meetings with information on community resources and the development of new programs. Work/Family seminars have been offered bi-monthly for 1990. Elder care resources are being considered for 1991. Businesses with basic membership receive San Diego's Child Care Coalition's newsletter, "OPTIONS."

Comprehensive membership offers individualized assistance with an Employee Child Care Search Service. CARE-nection, Inc., an established family care consulting firm, contracts to link employees to a prescreened family day care network. Training and some scholarships are available to the 300 providers in the network. Parents are asked to do written evaluations of the homes, and receive consumer education about choosing quality child care. On-site quarterly resource information and resource tables are presented. Comprehensive members receive "Balancing Tips", a newsletter for employees on balancing work and family effectively.

The third level of membership, Supporting membership, is a donor level which provides funds for research and development of new programs. ▪

PROGRAM
Community Investment

CONTACT
Merle Laurence
Project Director
California Child Care Initiative Project

THE CALIFORNIA CHILD CARE INITIATIVE PROJECT

The California Child Care Resource and Referral Network

809 Lincoln Way ▪ San Francisco, CA 94122 ▪ (415) 661-1714

The California Child Care Initiative Project is a public-private partnership among businesses, governments, and local child care resource and referral agencies (R&Rs), coordinated by the statewide California Child Care Resource and Referral Network. The goal of the project is to increase the supply of quality child care throughout the state by funding community-based R&Rs to recruit and train new family day care providers. Additionally, the Initiative program is a replicable, can be tailored to local needs, and builds high quality care with the potential for longevity.

In 1984, Bank of America and BankAmerica Foundation began exploring child care needs of bank employees and in communities where the bank did business. It became evident that they could not meet these needs alone. A collaborative effort of public and private contributors — with a focus on the specific needs of local communities — seemed to be the answer.

BankAmerica Foundation was responsible for developing the funding consortium, and the California Child Care Resource and Referral Network designed a supply-building model that would assess local needs, target appropriate communities, recruit individuals with the potential to become licensed family day care providers, provide training, and offer start-up and ongoing support to providers. Other partners took on responsibilities for public relations, recruiting additional partners or providing links to other public and private agencies. Local projects involved collaborative efforts among community leaders, local governments, business owners, regulatory agencies, community colleges, family day care associations, and parents.

The California Initiative has raised $4.4 million to date, and funded projects in 31 resource and referral agencies state-wide. The consortium is attractive to businesses because it accomodates both small and large-sized corporations and leverages contributions by a pooling of dollars. Funding for the project comes from businesses such as American Express, Mervyn's, Wells Fargo Bank, and 20 other corporations and foundations, and from federal, state and local governments. Since 1985, the program has recruited 2,800 new licensed family day care providers, generating over 11,000 new child care space. Workshops and classes were offered to 14,000 providers, covering small business skills and quality child care practices. ▪

PROGRAM
Resource and Referral Services

CONTACTS
Pam Kennedy
Education Coordinator/ Trainer
CREC

Susan Norris
Director of Child Care Services
United Way

CONNECTICUT CONSORTIUM FOR CHILD CARE

Capitol Region Education Council

One Barnard Lane ▪ Bloomfield, CT 06002 ▪ (203) 242-8883

United Way of Connecticut

900 Asylum Ave. ▪ Hartford, CT 06105 ▪ (203) 249-6850

Working in a unique statewide collaboration, supported by state, private and voluntary sector funds, two agencies provide a comprehensive CCR&R which seeks to meet the needs of Connecticut families for affordable, high quality child care and in balancing work and family responsibilities. The two agencies are the Capitol Region Education Council (CREC), a public education agency, and the United Way of Connecticut, a private, nonprofit agency of the voluntary sector.

The Consortium provides: a) information and referral regarding child day care needs; b) recruitment and basic pre-service training in identified areas of need and for specific populations; c) family day care training as part of the continuum of training for early childhood professionals; d) access for family day care providers to educational and support systems through programs offered by these and other organizations.

Corporations join the Connecticut Consortium by purchasing services. As members, they work with the Consortium, and other interested State and private groups to develop child care services throughout the State. The development of child care services is primarily focused on recruiting and training family day care providers.

Also, as members, the corporations receive various services for their employees including: resource and referral; on-site child care fairs and/or workshops; and the CCR&R's Handbook on Choosing Child Care. ▪

PROGRAM
Community Investment

CONTACT
Nancy Colligan
Employee Communications Representative
Coors Brewing Co.

COORS BREWING CO.

Employee Communications NH332 ▪ Golden, CO 80401 ▪ (303) 277-3848

Coors Brewing Company makes financial and in-kind contributions to increase the supply and quality of family day care in the communities where its employees live. The company has sponsored recruitment fairs, including recruitment of spouses as family child care providers, and supports conferences, training sessions and an independent family day care provider support group. In addition the Coors medic team provides infant and toddler CPR training for family day care providers. The cost is five dollars for providers caring for children of Coors employees, and just a little more for other providers.

The company is currently considering a proposal for supporting a family day care network which would supply a full range of services to providers and parents.

Other family supportive policies at Coors include: child care resource and referral services; a salary reduction plan for dependent care expenses; parenting classes; "wellness" classes and center; a parenting/child care information center; latchkey information kits; paid absences for illness (employee and child) and other personal needs; limited job sharing; and limited flextime (supervisor's discretion). In addition, Coors is undergoing an elder care needs assessment, and is considering a proposal for sick child care services. ▪

PROGRAM
Community Investment

CONTACT
Marjorie Warlick
Executive Director
Child Care Resources, Inc.

CORPORATE CHAMPIONS

Child Care Resources Inc.

700 Kenilworth Ave. ▪ Charlotte, NC 28204 ▪ (704) 376-6697

The Corporate Champions Task Force consists of 19 companies. Each company has donated time and money to implement a three-year community-wide program (1987-1990) to increase the supply and quality of child care in Charlotte-Mecklenburg County. The Task Force is coordinated by Child Care Resources Inc., a resource and referral agency.

Members of the Task Force contributed in excess of $110,000 each year for three years to be distributed in a variety of ways. The Task Force reviewed local, state and national data on workforce demographics, child care supply, cost of services, quality measures, and interviewed local authorities and child care providers to identify community needs. Financial and non-financial incentives were developed to address the identified needs.

Financial incentives include: start-up grants for non-profit organizations to create new center-based programs or expand existing programs; start-up grants for new family day care homes, and training grants for existing family day care homes; special long-term land leases for government-owned land; and innovative financing arrangements for child care providers.

Non-financial incentives include: changes in zoning ordinances; streamlining of the registration process for family day care homes; and creation of a booklet for employers on exemplary personnel policies and work/family issues. ▪

PROGRAM
Community
Investment

CONTACT
Susan Pierce
Consultant
Du Pont Company

DU PONT COMPANY

Flying Colors Program

1007 Market Street ▪ Room N12506 ▪ Wilmington, DE 19898 ▪ (302) 774-3594

Du Pont's Flying Colors Program provides scholarships for family day care providers to help them become accredited by the National Association for Family Day Care or the National Academy of Early Childhood Programs, depending on whether they are home or center based providers. The Program began in 1990 in Wilmington, Delaware; Houston, Texas; and Richmond, Virginia; and is expanding to three more communities in 1991.

Du Pont has committed $100,000 for Flying Colors Grants in 1990 and 1991. Half the money will be allocated to family home providers who can receive grants of up to $1000; the rest of the money will go to center based providers in grants of up to $2000. Scholarship funds can be used for accreditation fees, education workshops, conferences, equipment and developmental materials, facility improvements and health and safety measures.

The only requirement for providers applying for grants is that they be licensed, or eligible for licensing (i.e. they must have been in business for as long as the state requires for licensing).

The Flying Colors Program is publicized through the local Resource and Referral agencies, newspaper advertisements, and awards luncheons for recently accredited providers.

Some of Du Pont's other family supportive policies include: a flexible spending account; unpaid family leave of up to six months; and resource and referral services through a contract with Work/Family Directions. The company is also developing flexible work practices, flexible benefits, and a training program to create awareness and facilitate resolution of work and family issues. ▪

PROGRAM

Family Day Care Network

CONTACTS

Curt Hopkins
Director of Human Resources
Price Chopper Stores
Golub Corporation

Molly Hardy
President
Beginnings Unlimited, Inc.

GOLUB CORPORATION

501 Duanesburg Road ■ Schenectady, NY 12306 ■ (518) 356-9374

Beginnings Unlimited

181 N. Main Avenue ■ Albany, NY 12206 ■ (518) 489-8973

Golub Corporation contracted with Beginnings Unlimited, Inc. to establish a family day care network with a range of support services for parents and providers. The network is available to 10,000 Golub employees in New York, Massachusetts, Vermont and Pennsylvania.

Beginnings Unlimited offers a range of services to family day care providers including: a newsletter; start-up equipment; workshops/training; assistance through the licensing process; grocery rebates and/or discounts; toy, equipment, and book loans.

A resource center at Golub headquarters is the site of provider training and home of the resource materials lending library. Providers in the Golub network must be licensed and go through training.

The network serving Golub consists of 221 providers, including 55 newly licensed homes. Providers in the network service Golub and the larger community.

Other family supportive services at Golub include parental leave, a flexible spending account and an employee assistance program. ■

PROGRAM

Family Day Care Network

CONTACTS

Aurora Arrieta
Family Day Care Coordinator
Hollaman Air Force Base

Donna Saldana
Family Day Care Clerk, Outreach Worker
Holloman Air Force Base

HOLLOMAN AIR FORCE BASE CHILD DEVELOPMENT CENTER

833 CSG/SSRC ▪ Holloman Air Force Base, NM 88330-5225 ▪ (505) 479-7505

The U.S. Air Force's Family Day Care Network at Holloman Air Force Base was initiated in 1988, and currently serves 220 children. The network consists of 57 providers, of whom 41 are active in the USDA Food Program. As a sponsor agency of the Food Program, the base monitors participants in the program four times a year.

Providers in the network are required to: be licensed (if they care for children more than ten hours per week); attend an initial training which includes CPR and First Aid, and one of four quarterly trainings offered each year; hold liability insurance; and undergo a home inspection. Providers set their own rates, and the Air Force encourages them to draw up a contract with parents.

The Air Force provides: initial and quarterly trainings; assistance with licensing; a lending library; financial aid for liability insurance payments; general support on a drop-in basis in the child care office.

There is a high turnover rate among the providers due primarily to the movement of military personnel on and off the base. However, new providers are licensed each quarter, and there is no difficulty recruiting new providers.

In addition to the family day care network, there is a child care center serving 170 children on the base. ▪

PROGRAM

Family Day Care Network

CONTACTS

Savita Binyamin
Benefit Coordinator
Hospital For Sick Children

Petra Leffler
Child Care Consultant
WPDCAP

HOSPITAL FOR SICK CHILDREN

555 University Avenue ▪ Toronto, Ontario ▪ M5G2X8 Canada ▪ (416) 597-1500

Working Parents Day Care Assurance Plan

Family Day Care Services
380 Sherbourne St. ▪ Toronto, Ontario ▪ M4X 1K2 Canada ▪ (416) 922-9556

The Hospital for Sick Children has contracted with The Working Parents Day Care Assurance Plan (WPDCAP) for a family day care network to ultimately provide 70 to 90 spots in licensed family care homes, and information and referral services. WPDCAP is one of many programs offered by Family Day Care Services, a United Way member agency servicing Canada.

The WPDCAP provides information and referral on child care (family day care, center care, and in-home care) and is sold as a benefit package for employees. The WPDCAP provides posters, cafeteria workshops, and promotional information to help employers advertise the services to their employees.

For parents, services provided include: telephone or in-person consultations; referrals; support during the child care selection process; and ongoing communication through quarterly newsletters, and brochures.

Providers in the network receive many services including: training; paid parent vacation and sick days; back-up care; liability insurance; monthly field visits; equipment such as double strollers, cribs, and age appropriate toys. Family Day Care Services guarantees payment and pays providers monthly. Parents pay for the service mid-month. The service is staffed by eight field-workers. Homes must be licensed by the Day Nurseries Act and providers must agree to complete training within one year in order to join the service. Providers sometimes reserve slots, but are not required to provide child care to employees exclusively. ▪

PROGRAM
Community Investment

CONTACTS
Joan Rosenthal
Program Manager for Dependent Care Programs
IBM

Jan Pagliasotti
Program Manager
Work/Family Directions Development Corporation

INTERNATIONAL BUSINESS MACHINES CORPORATION (IBM)

2000 Purchase Street ▪ Purchase, NY 10577

Work/Family Directions Development Corp.

903 Commonwealth Avenue South ▪ Boston, MA 02215-1212 ▪ (617) 278-4000

In 1990, the IBM Funds for Dependent Care Initiatives were established. Administered through Work/Family Directions Development Corp., a consulting and research firm in the field of dependent care and other work and family issues, the $25 million fund is being distributed over the period 1990-1994. The fund is designated not only for family day care, but also center-based care, school-aged care, quality enhancement, elder care, intergenerational programming, and backup care arrangements.

Through funding family day care projects which address the need for recruitment and retention of family day care providers, IBM intends to increase and improve family day care in selected communities where its employees live. The family day care programs funded each contain some type of priority consideration for IBM families, but spots are not reserved exclusively for children of IBM employees.

To date, IBM has funded 12 family day care projects in North Carolina, Texas, Connecticut, Vermont, Georgia, New York, Minnesota and California. In Raleigh/Durham, North Carolina, the project is co-sponsored by Burroughs Wellcome, Co. The Dallas, Texas program is also collaborative, and is co-sponsored by Travelers Insurance Company.

All 12 projects are involved in recruitment and retention of providers, but each project incorporates individualized programs aimed at addressing the needs of its community. These programs include: providing training and technical assistance, sponsoring a conference, developing substitute programs, recruiting providers willing to provide non-traditional hours of child care (e.g. overnight care), establishing resource rooms, producing a recruitment video, providing training scholarships, and organizing equipment and toy loan programs.

IBM has many other family supportive policies, including: flextime; IBM Special Care for Children Assistance Plan for mentally, emotionally and physically disabled children; an Adoption Assistance Plan; A Plan For Life — Health education program including Work and Family Seminars; elder care and child care referral services; a spouse relocation assistance program; and up to three years unpaid personal leave of absence with benefits to care for children or an elderly relative. The employee may work part-time during the first year, and must be available to work part-time during the second and third years. ▪

PROGRAM
Family Day Care Network

CONTACT
Madeleine Baker
Administrator of Work/Family Programs
Lincoln National Corporation

LINCOLN NATIONAL CORPORATION

1300 South Clinton Street ▪ P.O. Box 1110 HR-3C ▪ Fort Wayne, IN 46801 ▪ (219) 455-3086

Lincoln National began its Work/Family program in 1984. The program consists of a family day care network, resource and referral services, and information services. In the five years of operation, 2,241 have used the R&R, 1,400 have attended informational workshops, 1100 have attended Lincoln National Child Care Fairs, and 1,700 receive a bi-monthly work/family newsletter (275 are family day care providers).

The many services available to providers in the network include: technical assistance, training workshops, evening support groups, a resource lending library, a provider packet on how to be a successful family day care providers and provider recognition events/awards. The providers can service community children as well as children of Lincoln National's employees.

Lincoln National's needs assessment, which was conducted before establishing their work/family program, found that the image of family day care needed to be upgraded from babysitting, and employees needed better access to providers. Thus, the program was designed to improve the quality and the supply of family day care. It is similar to the Steelcase Inc.'s program.

Lincoln National also initiated elder care services in January of 1990 which consist of lunch time support groups and quarterly seminars addressing elder caring and aging issues, as well as annual the Family Resource Exchange Expo (FREE) which provides community information and services to Lincoln National employees and retirees. ▪

PROGRAM
Family Day Care Network

CONTACT
Anita Garaway-Furtaw
Program Coordinator
Lost Arrow Corporation

LOST ARROW CORPORATION

Great Pacific Child Development Center
255 West Santa Clara Street, 93001 ▪ P.O. Box 428 ▪ Ventura, CA 93002

The Lost Arrow Corporation's Child Care Program consists of a child development Center which opened in 1984, and a Family Home Care Network which began in 1990. The network currently has 9 providers, and hopes to expand to include a total of 24 providers. So far, no formal recruitment has been necessary, as providers are coming to the company to request participation.

All providers in the network are required to: be licensed; participate in four three-hour training sessions each year; carry $300,000 of liability insurance; participate in the California Food Program; possess or acquire CPR and First Aid training within the first three months in the program; undergo a physical exam; meet immunization requirements for children and pets; and accept quarterly reviews of the home environment.

Providers receive a variety of supports and services including: compensation for licensing and home accreditation fees; $35 toward the cost of the physical exam; child care referrals (no guaranteed placements); toy and curriculum lending library; a monthly newsletter; monthly home visits; a hot line; parenting information; $250 annually for supplies, equipment and home improvements; and a 35% discount on all Patagonia merchandise. In addition, they are encouraged to charge the same rates as in the Great Pacific Center in an attempt to bridge the gap often found between salaries for family day care and center based providers.

Other family supportive policies include: parent education, flextime, subsidized child care for lower-income employees, and parental leave. ▪

PROGRAM
Family Day Care Network

CONTACTS
Lynn Breckinridge
Director of Employee Benefits
Maine Medical Center

Jeanine Deas
Field Coordinator
Careshare Network

MAINE MEDICAL CENTER

22 Bramhall Street ▪ Portland, ME 04102 ▪ (207) 871-0111

Careshare Network

87 High Street ▪ Portland, ME 04101 ▪ (207) 871-7462

Careshare is a family day care network supported solely by Maine Medical Center (MMC) to service MMC employees. Established in 1989, the network has grown to include 25 contracted homes, providing care for 50 children of MMC employees.

Providers are independent business owners, who reserve some or all of their spaces for MMC children. To join the network, providers must be licensed, hold day care liability insurance; accept consultation, guidance and home visits from a Careshare field coordinator; and maintain records of attendance, children's activities, and menus. As network members, providers also receive benefits such as reimbursement for insurance costs (up to $200, $50 per MMC child enrolled). MMC will pay to hold slots once an MMC family has decided to enroll.

The network offers a variety of services to potential providers, including: assistance through the licensing process; referral of children to fill openings; loan of equipment; training; help setting fee schedule; activity and menu ideas; consultation on child behavior concerns; help improving parent-provider relationships; general support/counseling.

Other family supportive policies at MMC include: Child Care Connections, a child care referral service; flexible scheduling; job sharing; Employee Assistance Program; family-oriented training and development programs (e.g., parenting classes); and ability to use accrued sick time while caring for sick children. ▪

PROGRAM
Family Day Care Network

CONTACT
Kathy Simons
Administrator of Child Care Resource and Referral
MIT

MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)

Child Care Office ▪ Room 4-144 ▪ 77 Massachusetts Ave. ▪ Cambridge, MA 02139

The Massachusetts Institute of Technology (MIT) family day care network consists of 30-40 licensed family day care providers who service the MIT community (12,000 graduate students and employees).

Providers are independent business owners who, as members of the network, may receive a variety of services including: training; consultations; assistance with licensing; assistance preparing taxes; making contracts with parents; nutrition information; and a 200-page provider handbook.

The network recruits providers (many of whom are wives of foreign graduate students living on campus) consulting individually with potential providers to help them decide if it is right for them, and group orientations for new providers.

The family day care network is administered by a staff of three who also provide resource and referral services and parent education.

The many other family supportive programs at MIT include: a flexible reimbursement plan; maternity leave; flextime, dependent on the approval of individual supervisor; eldercare counseling services (part of the social work service); freezing of tenure clock to respond to parenting needs; a summer day camp; and two child care centers. A Work and Family Committee evaluates needs of the campus community and makes recommendations for policy changes. ▪

41

PROGRAM
Community Investment

CONTACTS
Kathy Blackburn
Public Affairs Manager
Mervyn's

Christine Benero
Community Affairs Program Administrator
Target Stores

MERVYN'S

25001 Industrial Boulevard ▪ Hayward, CA 94545 ▪ (415) 786-7723

TARGET STORES

33 South Sixth Street ▪ P.O. Box 1392 ▪ Minneapolis, MN 55440-1392 ▪ (612) 370-8721

The Family-to-Family project is a seven-year, $10 million national initiative that is increasing the quality of family child care by supporting training, accreditation and a national public awareness campaign about quality child care. The Family-to-Family project was launched in 1988 by the Dayton Hudson Foundation, Mervyn's, and Target Stores. Over seven years, these three organizations will invest almost $10 million in 32 communities. By the end of 1995, the Family-to-Family initiative will have: established or expanded 30 local family child care training programs, trained 8,000 family child care providers, accredited 1,000 providers, established or expanded local provider associations, and conducted a national public awareness campaign on quality child care.

Since 1988, Mervyn's has funded 17 Family-to-Family initiatives in Houston, TX, Denver, CO, Oregon, Atlanta, GA, Tucson, AZ, Alameda County, CA, Sacramento, MI, Dallas, TX, Bakersfield, CA, San Fernando, CA, San Mateo, CA, Ventura, CA, Tulsa, OK, Austin, TX, Salt Lake City, UT, and Seattle, WA. Other family-supportive policies at Mervyn's include a Flexible Spending Account, which can be set up as a Dependent Care Account, and flexible scheduling of work time. Employees can also use sick leave time to care for ill dependents.

In January of 1991 Target launched the first of its Family-to-Family projects in Louisville, KY, Milwaukee, WI, and Charlotte, NC. Six more communities will be selected in 1991 and an additional six in 1992. In 1989, Target established a Work & Family Task Force, which is in the process of reviewing all company policies which affect families. Other family-supportive policies at Target include flextime, job-sharing opportunities, and four months of unpaid personal leave. This leave can be used as parental leave after the birth of a child or adoption, or can be taken to care for a seriously ill family member. Vacation time can also be taken in one-hour increments to deal with family matters such as a sick child, or meetings at a child's school. ▪

42

PROGRAM
Resource and Referral Services

CONTACTS
Carol Ladd
Director, Financial Operations
Herman Miller, Inc.

Maria McLean,
Program Coordinator
Herman Miller, Inc.

HERMAN MILLER, INC.

8500 Bryon Road ▪ Room 4-144 ▪ Zeeland, MI 49464 ▪ (616) 772-3300

Quality Child Care System

Community Coordinated Child Care
529 East 16th Street ▪ Holland, MI 49423 ▪ (616) 396-8151

Herman Miller, Inc. has contracted with Community Coordinated Child Care (4C) for resource and referral services since 1982. Herman Miller is serviced by the 4C's Quality Child Care System in a cooperative effort by area employers and child care providers to assure high quality child care options for the employees of participating companies. The System works with Herman Miller to determine employees' needs, and with child care providers to improve availability of high quality options.

The system provides telephone or in-person consultations, referrals, and assistance in choosing suitable child care arrangements to Herman Miller employees in the Holland/Zeeland area. In addition, the company is supplied with publicity materials to advertise the service to its employees.

The 4C recruits and trains family child care providers, and offers ongoing training and support. Herman Miller pays an annual membership fee for the services. Payments can be made on a quarterly basis and can qualify as a charitable contribution (4C is a 501.C3 non-profit organization) or as a business expense. Herman Miller is one of twenty-eight employers including banks, hospitals and a college, which are currently members of the Quality Child Care System.

Herman Miller offers 6 weeks paid maternity leave for a normal delivery, or 8 weeks for caesarean delivery. An additional 30 days of unpaid leave may be requested. Employees are also eligible for 30 days of unpaid "other" leave for personal reasons. Other family supportive policies at Herman Miller include Part Time/Job Sharing opportunities, Flexible Spending Accounts (pre-tax contributions to pay for child or elder care), and Care Management Services, which assist employees in finding and selecting elder care. ▪

PROGRAM
Community Investment

CONTACT
Cynthia Rowe
Director
Neighborhood Child Care Initiatives Project

NEIGHBORHOOD CHILD CARE INITIATIVES PROJECT

Child Care Inc.

275 Seventh Avenue ▪ NY, NY 10001 ▪ (212) 929-7604

In 1986, the Neighborhood Child Care Initiatives Project began a program to initiate and administer family day care networks through neighborhood organizations. In 1989, the Project reported ten networks in operation with many accomplishments, including: a) more than 550 providers recruited to participate in the ten networks; b) more than 3000 child care spaces developed; and c) attendance of 400 regulated and unregulated family day care providers at workshops sponsored by CCI and the networks. Eighty percent of network providers are new to the child care profession.

The Neighborhood Child Care Initiatives Project is a project of Child Care Inc., (CCI) a private non-profit resource and referral agency serving the New York City area with a staff of approximately twenty. The Project began in 1986 with initial funding from American Express and the Carnegie Foundation. Additional funding was secured from Chase Manhattan Bank and other corporations, and state start-up grants for family day care providers. The Project is staffed by the director, and two outreach coordinators.

The project's major activity is an 18-hour training program for beginning providers which is offered by CCI or by one of the networks. Each of the networks is staffed by a network coordinator who received technical assistance, consultation, and bi-monthly training from CCI staff.

CCI's "Family Day Care Hotline" newsletter is published every two months and sent to providers participating in the networks.

Additionally, CCI offers the Child Care Food Program to all independent family day care providers in New York City who choose to participate, and has published the following: *How To Start A Family Day Care Home; Family Day Care: A Career In Child Care, A Provider's Training Handbook of Family Day Care Resources; Developing and Managing a Family Day Care Network: A How-To-Guide.* ▪

PROGRAM
On-site Family Day Care Home

CONTACT
Judi Wineland
President/CEO
Overseas Adventure Travel

OVERSEAS ADVENTURE TRAVEL

349 Broadway ▬ Cambridge, MA 02139▬ (617) 876-0533

Overseas Adventure Travel offices are in a victorian house which has an apartment that has served as a family day care home since 1988. The company has approximately twenty employees, three of whom use the family day care home to care for their children. The home can serve a maximum of six children.

The provider receives free rent, and full benefits, although she is paid directly by the parents. Employees who use her services receive a 25% discount. The provider is required to meet state mandated licensing guidelines and can serve children from the community in addition to employees' children.

Other family supportive policies provided by Overseas Adventure Travel include paid parental leave (extended unpaid parental leave depending on time with company), three weeks vacation, sick leave, and personal days. Vacation, sick leave and personal days can be combined to extend a parental leave, and can be used for birth or adoption. ▬

PROGRAM
Family Day Care Network

CONTACT
Jane Grady
Director of Laurance Armour Day School

RUSH-PRESBYTERIAN-ST. LUKE'S MEDICAL CENTER

Laurance Armour Day School ▪ 630 South Ashland ▪ Chicago, IL 60607 ▪ (312) 942-6501

Rush-Presbyterian-St. Luke's Medical Center's child care services consist of: a child care center, established in 1970, for 130 children from ages 4 months through the 6th grade; and a family day care network that began in 1982, and was disbanded a few years later due to organization-wide budget cuts at Rush-Presbyterian-St. Luke's Medical Center. The family day care network was re-established in 1990.

Providers are recruited by the Armour Day School's Coordinator of Day Care Home Services. Provider are screened; receive training; on-going support and technical assistance; scholarships for conferences; toy loans; and special consultation services as needed. Providers are viewed as independent contractors and pay a 4% business service fee which includes all of the services mentioned above, plus guaranteed fee collection from enrolled hospital employees.

Providers must be licensed and participate in training and other services offered. They are encouraged to join the USDA Food Program, have liability insurance and indemnify the Medical Center, and remove safety risks from their homes. Providers are not required to serve Medical Center employees' children exclusively, although they are asked to give preference to Medical Center employees' children.

Parents are given child care consumer education and orientation to family day care through consultations and written materials.

The Medical Center also offers dependent care spending accounts to its employees. ▪

PROGRAM

Family Day Care Network

CONTACTS

Lily Hom
Employee Relations Representative

Bonnie Likens
Employee Benefits Manager
San Diego Zoo

Mary Delaney
President
CARE-nection Inc.

Barbara Chernofsky
Coordinator
Family Day Care Network, Advocates for Better Childcare, Inc.

SAN DIEGO ZOO

P.O. Box 551 ▪ San Diego, CA 92112 ▪ (619) 231-1515

CARE-nection Inc.

18198 Valladares Dr. ▪ San Diego, CA 92127 ▪ (619) 485-0206

Advocates for Better Childcare, Inc.

P.O. Box 2291 ▪ La Mesa, CA 92044-0640 ▪ (619) 670-8043

The California Zoological Society, including the San Diego Zoo and the Wildlife Park contracted with CARE-nection, Inc. for family day care referral services in 1990. The service is available to 1400 union and non-union employees. The Zoological Society pays a fee based on the number of employees.

CARE-nection works in partnership with Advocates for Better Childcare (ABC) to coordinate a network of 300 licensed family day care providers located throughout San Diego County. CARE-nection works with employers and parents, while Advocates for Better Childcare works with the providers.

Employees of the Zoological Society call CARE-nection for a telephone consultation about their child care needs, and are given referrals to appropriate providers. The employee can then interview the providers and make a child care selection. The process may continue until the employee is satisfied with their selection. A survey is then given to the employee to determine who they selected as a provider and why. To date, over 100 employees have used the service.

Providers receive a quarterly newsletter and can attend quarterly workshops. In addition, providers can call CARE-nection or ABC at any time for advice regarding child development or running a child care business.

The Zoological Society offers other family supportive policies including parental leave. ▪

PROGRAM
Family Day Care Network

CONTACT
Deb Vander Molen
Child Care Administrator
Steelcase Inc.

STEELCASE INC.

Child Care Services ▪ P.O. Box 1967 ▪ Grand Rapids, MI 49501 ▪ (616) 247-2139

Steelcase Inc. began its Child Care Services as part of its Employee Assistance Program in 1979. Its family day care network is one of the oldest corporate supported networks in the United States. The network consists of approximately 400 licensed family day care providers.

Providers in the network receive training, phone mediation with parents, field visits, a newsletter, equipment loans, an annual recognition luncheon, and positive public relations through association with Steelcase.

As members of the network, providers must be registered or licensed, attend training offered, accept field visits, carry accident and liability insurance, practice non-discrimination on the basis of ethnic, religious or economic backgrounds. Providers are independent business owners and are not required to service Steelcase children exclusively.

Steelcase Inc.'s Child Care Services include Resource and Referral (R&R) with a data base that is shared with the community R&R. Steelcase Inc.'s R&R refers parents primarily to family day care providers, but also to centers and in-home providers when requested. Family day care referrals are made only to providers in the network. Steelcase Inc. also offers parent workshops and distributes a parent newsletter.

Other family supportive programs offered by Steelcase Inc. include: job sharing, flextime, pre-tax salary set-aside, flexible benefits, parental leave, adoption aid, take-home meals and catering, and on-site medical and fitness centers. ▪

PROGRAM
On-site Family Day Care Homes

CONTACT
Amy Ladd
Child Development Program Director
Union Hospital

UNION HOSPITAL

Child Development Program ▪ 1606 North 7th St. ▪ Terre Haute, IN 47804 ▪ (812) 238-7304

Union Hospital bought two homes on property surrounding the Hospital to serve as licensed family child care homes. The first home "Beginnings" opened in May 1989, and the second "Creations" in June, 1990. Unlike most family day care homes, the providers do not live in the homes. The homes were designed as facilities for children and service children of employees exclusively.

The homes are licensed to care for 10 full-time children each, although normally only 6-7 children are served at a time due to the shift schedules of the parents. Preference is given to full-time spaces, but part-time and drop-in spaces are available as space permits.

Teacher-children ratios are 1:4, meeting both state requirement and the same established in the hospital's child care center. Teachers must have a bachelors degree and training in CPR and first-aid. Teachers are employees of the hospital and receive full benefits.

Other child care services provided by the hospital are: an on-site child care center serving an additional 103 children, an off-site summer camp "CampCare" serving another 40 children and a kindergarten program accredited by the Indiana Department of Education. The hospital is seriously considering plans for sick child care services. ▪

PROGRAM
Family Day Care Network

CONTACT
Patty Kasold
Family Child Care Education Specialist
United States Army

UNITED STATES ARMY

Community and Family Support Center
Attn: C.F.S.C.-F.S.C. ▪ 2461 Eisenhower Avenue ▪ Alexandria, VA 22331-0521 ▪ (703) 325-0710

The U.S. Army family child care network cares for approximately 50,000 children in over 7,200 family day care homes. The majority of installations participate in the Family Child Care Program which has expanded over 50% since 1983. The Army provides a professional child development specialist to oversee each group of 30-40 homes.

Providers in the network receive: ongoing training, annual fire, safety and health inspections, at least quarterly visits from Army Family Child Care staff, regular visits from a nutritionist and enrollment in the USDA Child Care Food Program, and have access to a toy/equipment lending library. Many installations have provider support groups that meet once a month. The opportunity to earn a Child Development Associate credential is also offered at many installations. Family child care providers in the Army network negotiate their own contracts with parents, set their own rates and hours, and choose their own clients.

The Army requires that each provider: live in government leased housing; receive 20-credit hours of basic training before providing care; receive 24-credit hours of further training during the first six months of being a provider and 24-credit hours each year thereafter; and allow her home to be inspected. Providers must also undergo an extensive background check. This includes interviews of all family members over 12 to insure that they understand that providing family child care is a professional career, not just "baby-sitting." Providers, who are usually Army spouses, sometimes serve as guardians for soldiers' children when parents are called away on emergency duty. Specially trained providers offer sick child care and special needs care.

Providers are encouraged to continue to make Family Child Care a career as their spouses are transferred to different Army posts. Other family supportive benefits offered by the Army include: 296 on-site child care centers serving approximately 106,000 children annually; a resource and referral system; newborn care for dual military couples or single parents; and maternity leave and parental leave on a case-by-case basis. ▪

PROGRAM
Family Day Care Network

CONTACT
Elaine Sweetland
Child Care Services Program Manager
U.S. Coast Guard

U.S. COAST GUARD

Commandant (G-Pdp-3)
2100 Second Street, S.W. ▬ Washington, D.C. 20593-0001 ▬ (202) 267-6986

The U. S. Coast Guard began its family day care network in 1990 after three years of official planning. There are approximately 200 family day care homes serving Coast Guard Units throughout the United States and Puerto Rico. The number of homes at each Coast Guard Unit varies from one to forty.

The Coast Guard requires providers in the network to: be at least 18 years old; participate in 24 hours of training in the first year and 8 hours of training each following year; undergo a physical examination and receive all immunizations; undergo a background check; and meet safety, fire and health regulations in their homes. If the provider does not live on the base, she must meet the state or county licensing regulations. The commander on each base can require on-base providers to meet the same requirements.

Support services offered to the providers vary depending on the unit. Training is provided on the base, through community organizations and colleges, and in rare cases through self-study.

In addition to in-home care, the Coast Guard operates seven child development centers, General Services Administration child development centers and resource and referral services. ▬

PROGRAM
Family Day Care Network

CONTACT
Nancy Scott
Family Home Care Coordinator
United States Navy

UNITED STATES NAVY

Family Home Care Program
Recreational Services ▪ Building C-9, Naval Station ▪ Norfolk, VA 23511-5788 ▪ (804) 444-4359

The U.S. Navy's Family Home Care Program exists world-wide and includes approximately 1000 family day care homes in 110 different locations. Providers are military dependents including husbands, wives, parents and children of Navy personnel.

The Navy provides a variety of support services to providers including: ongoing training; CPR and First Aid training; technical assistance, such as consultations with tax expert; home visits; a resource center; membership in the USDA Food Program; and substitute care.

In the Norfolk, Virginia area, providers negotiate their fees individually with parents although there is a voluntary agreement among providers about what rate to charge. Many providers participate in an independent provider association which offers support services that the Navy does not, such as support groups and additional training.

The Navy provides many family supportive services including: counseling on how to find quality child care; resource and referral services to both military and community services; parenting classes; pre-deployment family counseling; special supports for single parents, and relocation assistance. ▪

PROGRAM
Family Day Care Network

CONTACT
June Sale
Director of Child Care Services
University of California at Los Angeles

UNIVERSITY OF CALIFORNIA AT LOS ANGELES

Child Care Services ▪ 10833 Le Conte ▪ Los Angeles, CA 90024 ▪ (213) 206-1861

The UCLA child care program has an on-site center for students, staff and faculty which is partially funded through the State Department of Education, and an "outreach program" in cooperation with Connections for Children, a resource and referral agency. The child care center was established in 1971 and the outreach program for family day care in 1981.

The outreach program and Connections for Children recruit providers (both center and family day care); provide support services and bring providers together ; make home visits; offer training and education programs for parents and providers; and administer a toy lending library. There are two UCLA outreach workers, one for center based providers and one for family day care providers. Family day care homes participating in the outreach program are required to meet State Department of Health licensing regulations for staff/child ratios.

The on-site child care services are used by students (50%), staff (30-40%), and faculty (10%). UCLA Child Care Services is staffed by 22 people including the center staff. Seven hundred people have already been served by the outreach program, and hundreds more are on the waiting list.

Other family supportive policies at UCLA include: the use of sick days to care for sick children; maternity leave negotiated on an individual basis; weekly child care consumer education forums held at the women's resource center; and monthly brown bag lunch seminars for parents. ▪

PROGRAM
Family Day Care Network

CONTACT
Joanna Adams
Director of Home Based Program
University Hospital of Cleveland

UNIVERSITY HOSPITAL OF CLEVELAND

11610 Euclid Avenue ▪ Cleveland, OH 44106 ▪ (216) 844-5437

Child Care programs include a day care center, a home based program (26 family day care homes) and an in-home program. Family day care providers are independent business owners who are members of the Hospital sponsored network.

The family day care network was established in 1982. It is available to all hospital employees (approximately 8,000) as well as to the larger community of Cuyahoga County.

The network offers providers a variety of services including: training workshops; equipment loans; telephone consultations; home visits; referrals; surveys and assistance with self-assessment; sponsorship of U.S. Food Program; and fire extinguishers.

In addition to the child care services available, the hospital offers lunchtime seminars on child development and parenting, (custom workshops can be designed at the request of a department) listings of community child care resources and a videotape lending library. ▪

PROGRAM
Resource and Referral Services

CONTACTS
Judy Kaufman
Manager, Dependent Care
U S WEST

Stan Kuziel
Vice President, Marketing
The Partnership Group

U S WEST

630 South Syracuse Way ■ Suite 300, North ■ Englewood, CO 80111 ■ (303) 741-8639

The Partnership Group

840 West Main Street ■ Lansdale, PA 19446 ■ (800) VIP-KIDS

In 1990, U S WEST contracted with The Partnership Group for Child Care and Elder Care Resource and Referral Services for 60,000 of its employees located in 14 states. U S WEST has a long history of providing child care supports to employees and to family day care providers. Referral services have been offered in some areas since 1980 and support of a near-site child care center was piloted in 1988. U S West has served on the Colorado Association for Family Day Care (CAFCC) board, and has made in-kind contributions such as printing, mailing and meeting space to CAFCC and other advocacy organizations.

Following divestiture and the formation of U S WEST, the company struggled to develop a plan for providing services equitably to a large and diverse workforce. In 1990 U S WEST contracted with The Partnership Group for Child Care and Elder Care Resource and Referral services for 60,000 of its employees located in 14 states. The contract with The Partnership Group enables U S WEST to provide resource and referral services for elder and child care needs to 93% of its employees, many of whom are covered by collective bargaining agreements.

The Partnership Group's services include: referrals to child and elder care providers in the employee's community or in the elder's community; consultation on parenting and child development, as well as aging issues and services for the elderly; educational materials on parenting and caring for the elderly including booklets describing the options; on-site workshops and a video library (all videos include a detailed outline and handouts). Additionally, The Partnership Group works with local resource and referral or other community agencies on The Partnership for CareGiver Training, a program designed to improve the quality of child care services and enhance the professional development of caregivers in communities across the country. Family day care, in-home and center based providers are invited, at no charge, to participate in two-hour training sessions on such topics as communication with parents, design of child care areas and making inexpensive developmental toys and basic skills projects.

Other family supportive policies offered by U S WEST are flexible work arrangements, parental and family leaves, and negotiated discounts with child care and learning programs. ■

PROGRAM
Community Investment

CONTACTS
Kathleen Ross
Executive Director
Children's Services of Morris County

Tim Huelsman
Director, Employee Relations, Corporate Human Resources
Warner Lambert, Inc.

WARNER LAMBERT, INC.

201 Tabor Road ■ Morris Plains, NJ 07950 ■ (201) 540-3385

Children's Services of Morris County

855 Route 10 East ■ Suite 114 ■ Randolph, NJ 07869 ■ (201) 927-6060

Children's Services of Morris County (CSMC) is a nonprofit Child Care Resource and Referral corporation which has been in operation since 1972. In 1977, CSMC established a Family Day Care Network of screened, trained, and monitored providers. To date, CSMC has served over 90 corporations, including contracts with Warner Lambert, Sandoz, Work/Family Directions and Ciba-Geigy.

In recent years, Children's Services has not had enough child care slots to accommodate the immense number of referral requests it has received. In 1987, for example, CSMC received 1,502 requests for referrals to family day care providers, while its network of over 65 providers could only serve about 300 children.

In 1985, as a result of this dramatic need for providers, Warner Lambert, Inc. agreed to partner with CSMC in forming a Task Force to research a recruitment campaign for family day care providers. Warner Lambert donated the time and creative skills of its employees, and the resulting Marketing Strategies Task Force included three volunteers from Product Management, one from Market Research, one from Public Affairs, and one from Human Resources. Also included on the Task Force were CSMC's board president and executive director. Through focus groups of CSMC and non-CSMC providers, the Task Force discovered that the overriding deterrent to recruiting family day care providers was a lack of information and/or misinformation.

Based on the Task Force's study, CSMC and Warner Lambert have implemented a classical marketing campaign in conjunction with other corporate contributors. The campaign consists of a poster, detail brochures, user-friendly registration materials and two video presentations, to be developed. To date, all creative work and copy writing for press releases and direct mail has been donated by an advertising company, Thomas Ferguson Associates. Warner Lambert developed a prototype for one of the video presentations, a 30-second television piece for public service announcements. Other corporate contributors include Exxon Central Services, Exxon Research and Engineering, Exxon Company International, Geraldine R. Dodge Foundation, Crum & Forster Insurance Company, GPU Service Corporation, Schering Plough Corporation, Champion Mortgage Company, and Mennen.

This innovative strategy of utilizing non-financial corporate resources has been extremely successful. The goal of the Recruitment Campaign was to add 75-100 new family day care providers per year to the existing CSMC network. In the first year of the program, 122 new providers were registered. ■

APPENDIX III

ADDITIONAL ORGANIZATIONAL RESOURCES

- **Bank Street College of Education**
610 West 112th Street, New York, NY 10025
(212) 222-6700
Contact: *Dr. Susan Ginsberg,* Director, Work & Family Life Programs

- **Child Care Action Campaign**
330 Seventh Avenue, 18th Floor
New York, NY 10001
(212) 239-0138
Contact: *Barbara Reisman,* Executive Director

- **CHOICES (Clearinghouse on Implementation of Child Care and Eldercare Services)**
Women's Bureau, U.S. Department of Labor, 200 Constitution Ave., N.W.
Washington, D.C. 20210
(800) 827-5335
Contact: *Roberta McKay,* Chief, Office of Programs & Technical Assistance

- **The Conference Board**
845 Third Avenue, New York, NY 10022
Contact: *Arlene Johnson,* Director, Work and Family Center

- **Council for Early Childhood Professional Recognition**
1718 Connecticut Ave., N.W., Suite 500
Washington, DC 20009
(800) 424-4310
Contact: *Dr. Carol Brunson-Phillips*
Executive Director

- **Families and Work Institute**
330 Seventh Avenue, New York, NY 10001
(212) 465-2044
Contacts: *Dana Friedman & Ellen Galinsky,* Co-Presidents

- **Human Services Risk Management**
818 East 53rd Street, Austin, TX 78751
(800) 222-4051
Contact: *Jim Strickland,* President

- **National Association of Child Care Resource and Referral Agencies**
2116 Campus Drive, SE
Rochester, MN 55904
(507) 287-2022
Contact: *Nancy Kolben,* President

- **National Association for the Education of Young Children**
1834 Connecticut Ave., N.W.
Washington, D.C. 20009
(800) 424-2460
Contact: *Pat Spahr,* Information Services Coordinator

- **National Association for Family Day Care**
725 Fifteenth St., N.W., Suite 505,
Washington, D.C. 20005
(800) 359-3817
Contact: *Barbara Taylor,* President

- **National Council of Jewish Women**
53 West 23rd Street, New York, NY 10010
(212) 645-4048
Contact: *Pat Ward,* Director, National Family Day Care Project

- **New Ways To Work**
149 Ninth Street, San Francisco, CA 94103
(415) 864-8625
Contact: *Barney Olmstead,* Co-Director

- **Save The Children/Child Care Support Center**
Southern States Office
1340 Spring St. #200, Atlanta, Georgia 30309
Contact: *Joe Perreault,* Assistant Director

- **Wellesley Center for Research on Women**
Wellesley, MA 02181
(617) 235-0320
Contact: *Michelle Seligson,* Director, School Age Child Care Project